

---

**TAG3: LOCAL GOVERNANCE IN MINDANAO**

---

**Second Quarter Report FY2009**  
January 1, 2009 to March 31, 2009  
(Cooperative Agreement No. 492-A-00-07-00021-00)

---

Submitted by



**The Asia Foundation**

36 Lapu-Lapu Avenue, Magallanes Village  
Makati City, Philippines

May 4, 2009

## Table of Contents

Introduction.....	1
A. Technical Assistance to Nine Mindanao Cities.....	1
a) Objective.....	1
b) Description of Activity.....	1
c) Accomplishments for 2nd Quarter Fiscal Year 2009.....	2
Local Policy Reforms.....	2
Human Resource Management (HRM).....	4
Procedural Reforms.....	7
B. Development of service standards for business registration and real property tax administration.....	13
a) Objective.....	13
b) Description of Activity.....	13
c) Accomplishments for 2nd Quarter Fiscal Year 2009.....	14
C. Technical Assistance to 30 Conflict-Affected Municipalities in Mindanao.....	14
a) Objective.....	14
b) Description of Activity.....	14
c) Accomplishments for 2nd Quarter Fiscal Year 2009.....	14
Business Permits and Licensing.....	14
Management of Municipal Economic Enterprises and Services.....	40
Human Resource Management.....	49
Real Property Tax Administration.....	53
Barangay Planning and Budgeting.....	53
Public Service Excellence, Ethics and Accountability Program (PSEEAP).....	54
D. Public-Private Partnerships through the City Coalitions for Transparent Accountable Governance (CCTAG).....	54
a) Objective.....	54
b) Description of Activity.....	54
c) Accomplishments for 2nd Quarter Fiscal Year 2009.....	55
E. Four COPS (Concerns, Objectives, Pillars, and Strategies) to Improve the Delivery of Health Products and Services in Asipulo, Ifugao.....	59
a) Objective.....	59
b) Description of Activity.....	59
c) Accomplishment for 2nd Quarter Fiscal Year 2009.....	59
F. Books for Asia (Mindanao).....	60
a) Objective.....	60
b) Description of Activity.....	60
c) Accomplishments for 2nd Quarter Fiscal Year 2009.....	60
Attachment A: Activity Log.....	62

## Introduction

This report covers the accomplishments from January 1, 2009 to March 31, 2009 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.

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.

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

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

#### a) Objective.

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

#### b) Description of Activity.

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

*Local policy reforms* examine the city governments' regulations, policies, and priorities that directly affect businesses and have an impact on the competitiveness of the cities as well as the vibrancy of the local economy. The *human resource development* component helps cities

---

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

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

**c) Accomplishments for 2nd Quarter Fiscal Year 2009.**

**Local Policy Reforms**

Five cities have enrolled in the policy reform component of the project. These cities are Butuan, Iligan, Oroquieta, Surigao, and Tacurong. In the last quarter (October to December 2008), only Iligan and Oroquieta made progress on the activities, but in the quarter covered by this report, the reform efforts in the three other cities have already started to take off. Iligan is near to completing the reform process when the ordinance adjusting their water rates is passed.

*Butuan*

The city government of Butuan pursues reforms that will harmonize the City Development Program (CDP) with the City Investment Promotion Program. The reforms will also develop the criteria in updating the CDP and propose revisions or realignments in the 2009 Investment Plan based on identified investment priority areas of the city.

Independent reviews of the CDP and the Local Investment and Incentive Ordinance (LIIO) have already been conducted by the project. A Convergence Planning Workshop was also conducted in March 2009. The workshop resulted in the inclusion of the following investment priority programs in the City Development Plan: agriculture and food production, agro-forestry and development of forestry-based industries, production and processing of fruits and vegetables, meat processing, aquaculture development, establishment of new retirement villages, promotion of tourism-related establishments, promotion of eco-tourism and historical tourism, and promotion of the city's "Primary Gateway Image".

Based on the above identified specific investment priority areas, a detailed planning session will be done in April to come up with specific plans for each sector, as well as the necessary policies and budget to support the plans which will be presented to the City Development Council when it convenes in June 2009.

*Iligan City*

The city ordinance adopting the size of the water meter as the basis for the determination of water rates has already been endorsed by the City Mayor to the City Council. As of March

30, 2009, the ordinance was already scheduled for third and final reading at the Council. In February, the preamble and body of the ordinance were revised. The revision included the rationale for the use of meter size as basis for water rates adjustments. The justification for the reclassification of service connection was also stated in the preamble.

In its final version, the ordinance reiterated the ban on the use of water pumps. To further underscore this concern, the project suggested that a separate City Council Resolution be issued reiterating the 1974 City Council ordinance on this ban and citing the Sanitation Code of the Philippines that bans water pumps connected to water mains.

### Oroquieta City

In December 2008, the city government held an Agriculture Modernization Planning Workshop. The workshop yielded four major directions for the city agriculture program: the maximization of land use, strengthening of farmer extension services, building of critical agriculture and fishery support infrastructures, and strengthening the program implementation capacity of the City Agriculture Office (CAO).

However, before capacity building for the CAO can effectively take place, a reengineering of the office is necessary. The current organizational set up of the CAO is still governed by the Agricultural Extension Law, a 1950s era national legislation. To govern the new thrusts of the CAO and define its functions, a local policy should be enacted. The project will be helping the city government of Oroquieta to do this.

Reengineering has therefore been prescribed for CAO. It will take two courses: the re-direction of the programs and services of the office, and rationalizing the organizational structure of the office based on the new directions. The mayor has already approved to reengineer the City Agriculture Office (CAO), together with the City Economic Enterprise Development Office (CEEDO), and the City Cooperatives Development Office (CCDO) in order to prepare these offices to implement agri-industrial development, and harmonize local policies and programs to support the establishment and operationalization of the planned industrial estate/economic zone.

### Surigao City

The policy intervention in Surigao City focuses on the drafting of the Citizens Charter. But the reform intervention is not just as simple as putting together a charter from readily available information. The intervention also involves policy review and formulation.

One of the first offices identified to be reviewed is the City Environment and Natural Resources Office (C-ENRO). The ordinance that created the office does not stipulate the powers, mandate and functions of the office. Part of the efforts therefore of the project is to help the city craft an ordinance that will address the said policy deficiency. In this way, the city government can proceed with the crafting of the charter since among its contents are the mandates, functions and service standards of the different city government offices.

The review of the mandate, functions and services of the C-ENRO has the support of the local business community who complains of the cumbersome procedure in applying for an Environmental Clearance Certificate.

### Tacurong City

Tacurong City opted to look into their Investment and Incentive Code of 2007. The code does not have yet an Implementing Rules and Regulation (IRR) and the Investment Board has not yet been convened since the enactment of the code that provides the basis for the creation of the board. Thus, the city government wants the project to help them craft an IRR, though business leaders want first a review of the code itself since they want to propose the amendment of the provisions on board composition.

In the recently held inaugural meeting of the Investment Board, members finally decided to focus the technical assistance of the project on three things: revision on the Investment Code, specifically the composition of the Tacurong City Investment and Incentives Administration Board (TIPIAB); the identification of specific preferred investment areas; and the formulation of sector plans for preferred investment areas. The Investment and Incentive Code of the city provides for an annual appropriation of P500,000.00 for investment promotion and board activities. But since the enactment of the code in 2007, the city government allocated funds for investment promotion only once.

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

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

Much of the quarter has been spent in the formulation of the HRM Plans of the city governments, and in monitoring the implementation of action plans crafted in the previous quarter. Unimplemented activities were incorporated into the more comprehensive HRM Plan.

The project facilitated the conduct of writeshops to formulate the HRM Plans of the seven cities. Two cities, Tacurong and Butuan have already crafted complete versions of their HRM plan. The five other cities have yet to finish the first draft of their plan. The cities HRM plan covers the following HRM areas: 1) Recruitment, Selection, and Promotion, 2) Training and Development, 3) Performance Evaluation, 4) Rewards and Incentives, Employee Welfare, and 5) Grievance Machinery. Each of these areas has the following components: 1) Basic HRM Policy, 2) Objectives, 3) Scope, and 4) Roles and Responsibilities.

Most of the city governments already have what they call personnel mechanisms which include 1) Merit Promotion Plan, that serves as the basic document for recruitment, selection, and promotion; 2) Career Development System, which includes provisions for the training

---

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

and development of officials and employees; 3) Performance Evaluation System, which spells out the process of evaluating the performance of individual employees; 4) Program for Rewards and Incentives for Service Excellence (PRAISE), which provides for rewards and incentives for deserving employees, and welfare programs for the personnel; and 5) Grievance Machinery, which provides a venue for the settlement of employee conflicts on work-related matters. These mechanisms are usually treated by the city government as separate documents and are based on the model provided by the Civil Service Commission (CSC).

One innovation the TAG3 project introduced in the formulation of the HRM Plan is the added emphasis on the *Roles and Responsibilities* of the various stakeholders in HRM. In the CSC model, the roles and responsibilities are confined to those of the Human Resource Management Officer (HRMO) and specific bodies such as the Performance Evaluation Review Committee (PERC) for performance evaluation, and PRAISE Committee for rewards and incentives. This time, greater emphasis is given on the roles and responsibilities of the department heads and the employees so that human resource development is seen as an integrated process that is not the sole jurisdiction of the HRM Office alone. It is also a way of emphasizing to the department heads that every line manager is also an HR manager.

#### Butuan City

A Training Calendar for 2009 has already been crafted based on the Training Needs Assessment done on all city government departments. An Executive Order that creates the Calibration Committee and Personnel Development Committee (PDC) was recently issued. The PDC will screen and recommend the city employees who will be sent to training to ensure equal access to training opportunities, and that employees will attend trainings that are relevant or required of their job.

The city government has also completed the first draft of its HRM Plan that contains the basic HRM policy of the city, its objectives and scope, the roles and responsibilities for recruitment and selection, training and development, performance evaluation, and rewards and incentives.

As an additional intervention, the HRM Office of the city government has also profiled the graduates of local academic institutions from 2006 to 2008. The information will be used for skills matching and possible job placement, which the city government is also hosting on a periodic basis.

#### Dipolog City

The Training Needs Assessments (TNA) in all city government departments has been completed. The TNA served as the basis in the crafting of the Training Calendar for 2009 which aim is to help the city government make their trainings and staff development activities more targeted and cost-effective.

Copies of the city's Merit Promotion Plan have also been distributed to all department heads. A seminar on 5S<sup>3</sup> for the City Tourism Office was also conducted in January 2009 by the Department of Trade and Industry, as a pilot office for the conduct of training. The training was not funded by the project but it was part of one the identified trainings by the city government employees. Consolidated data on the office inventories with plans for improvement were also submitted to the Mayor in January 2009. These activities are all part of the recommended actions under the project.

#### Oroquieta City

The City Mayor has already issued a memorandum on the installation of a program that will strengthen personnel relations. The program includes the a) conduct of regular meetings between the Mayor and heads of city government offices, b) regular staff meeting by department or office, c) year-end performance assessment, and d) the conduct of a fun day, sports fest and family day for city government employees.

Like the rest of the cities, Oroquieta has started crafting their HRM Plan which they hope to finish by end of April. The city has also completed the conduct of TNA in all departments. Additionally, in an effort to make productive the human resources of the whole city, the task force has already met with leaders of the City Coalition for Transparent Accountable Governance to involve them in employment referrals.

#### Panabo City

The city government has started implementing some of the recommendations under the HRM component of the project. A task force organized earlier in the project has coordinated with the City Engineering Office for the purchase of a vehicle that will service the employees. The same proposal was also raised to the local finance committee.

Negotiations have also been started with the National Food Authority regarding the proposal to give city hall employees the privilege of purchasing a sack of rice every month, the payment of which will be deducted from their salaries. The city government has also negotiated with government and private hospitals in the city for the employees to avail of regular medical check-up at discounted rates.

#### Surigao City

Among the additional employee benefit that are included in the draft human resource development plan are a) medical and cash assistance for employees in times of crises and

---

<sup>3</sup> **5S** (sometimes called 5C) is a reference to a list of five Japanese words which, transliterated and translated into English, start with the letter S and are the name of a methodology. This list is a mnemonic for a methodology that is often incorrectly characterized as "standardized cleanup", however it is much more than cleanup. 5S is a philosophy and a way of organizing and managing the workspace and work flow with the intent to improve efficiency by eliminating waste, improving flow and reducing process unevenness. 5S stands for **Sort** (Seiri), **Set in order** (Seiton), **Shine** (Seisō), **Standardize** (Seiketsu), **Sustain** (Shitsuke)

disasters, b) non-cash health benefits through exemption from payment of laboratory fees, and c) legal assistance to all regular employees on work-related cases. A letter from the city employee association has already been sent to the City Council through the Mayor requesting to grant these benefits and appropriate regular budget for such benefits.

Other project recommendations already implemented by the city are a) adoption of a point system in screening applicants and candidates for promotion, b) formulation of a performance evaluation system for job order employees, c) conduct of TNA, d) crafting of a Training Calendar for 2009, e) creation of a PDC, and f) conduct of a Training of Raters.

#### Tacurong City

The city government has already completed the first draft of its HRM Plan for the city. A task force has also been created that will integrate the action items from the plans with the existing personnel system of the city government. Earlier, the HRMO also came up with a Training Calendar for 2009 based on the TNA conducted in all the departments last quarter.

#### Zamboanga City

A writeshop on crafting the Human Resource Management Plan was conducted in January 2009. The city has yet to complete the draft of its HRM plan.

### **Procedural Reforms**

#### ***Investment Promotions***

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

Much of January to March 2009 has been spent building the capacity of the four cities in managing their investment promotion programs. Two training packages were completed during the quarter.

The first set of trainings included topics on Asian Cultures, Cocktail Manners, Power Dressing, Managing Protocols, Running Successful Meetings, Effective Presentations and Event Management. Fifty-one individuals were trained in Butuan, 21 in Iligan, 33 in Panabo, and 20 in Dipolog. The training participants come from the city government and the private sector.

The second set of trainings was focused on Image Building, Generating Investments, Servicing Investors, Monitoring and Evaluating Activities and Using Information Technology in investment promotion. Fifteen individuals attended the trainings in Dipolog, 16 in Iligan, 27 in Butuan, and 23 in Panabo. Both the city government and the private sector were represented in the trainings.

Hand-outs and reading materials were distributed to the participants so they will have something to refer to later as they entice investors to their cities.

Below are other activities related to investment promotion in the four cities:

*Butuan City*

The Investment Incentive Code of the city has already been amended and the proposed investment promotion strategies were already incorporated into the amended code. The Butuan City Investment Board has already scheduled for deliberation the implementation of the new code which includes the creation of new positions and allocation of budget for the positions.

*Iligan City*

Proposed amendments to the Investment Incentive Code have been endorsed by the Investment Board to the City Council. The Council has not acted yet on the proposals, but Hon. Councilor Dalisay pledged to sponsor the amendments.

In the last Investment Board meeting, the members decided to ask the private sector through the Chamber of Commerce and Industry of Iligan Foundation, Inc. (CCIIFI), to lead in promoting investments for the city. CCIIFI is expected to craft and submit to the board the 2009 Annual Work and Financial Plan on investment promotion.

*Panabo City*

Hon. Councilor Piedad was requested to facilitate the adoption of the proposed amendments to the Investment Incentive Code of the city. The proposed amendments are mainly on Panabo's preferred investment areas.

*Dipolog City*

An orientation on the salient features of the newly passed Investment Incentive Code of the city was conducted for the members of the business community.

***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.

Reform efforts in all the cities are now nearing completion. Butuan is just awaiting the City Council resolution adopting the guideline on the grant of discounts to hospital patients. The guideline was crafted under the project and endorsed by the governing board of the Butuan Medical Center to the council.

Project activities in Iligan will end when the Bids and Awards Committee awards the contract for the procurement of computer software and hardware, and data from the old Iligan City Waterworks System (ICWS) database are migrated. Work in Ozamiz will end upon the enactment of the Market Code already in the City Council for third and final reading. Oroquieta, Surigao, and Tacurong are now waiting for the exit meetings that will formalize the end of project activities in the management of their economic enterprises.

#### Butuan City

Reforms in the systems and procedures of the Butuan Medical Center (BMC) are now on the monitoring and evaluation phase and are about to wind be completed up. Most of the recommended improvements have already been implemented.

Earlier, a review and enhancement of the work flow processes of the different hospital departments had been recommended to make the processes more convenient for clients. The review has been completed and some departments have already displayed near their offices their enhanced work flows. BMC's technical working group has also decided to have the work flows printed on tarpaulin in standard fonts and sizes.

On matters related to policy, a guideline was formulated on the grant of discounts and the use of promissory notes by outgoing patients. The guideline has already been approved by the hospital board and has been endorsed to the City Council for adoption. After it is adopted by the council, an Executive Order will be issued by the City Mayor to implement the guideline. Information campaigns on the content of the guideline will follow.

Some changes in the physical lay-out of the hospital were also implemented. The City Social Welfare Office was moved near the Admission Office, and the Philhealth Office was moved to the area near the Billing Section. These movements will facilitate inter-office coordination and will make transaction with these offices easier. Outside, vending stalls were also relocated.

#### Iligan City

The Bids and Awards Committee (BAC) of the city government has already included in the current bidding cycle the procurement of the software and hardware necessary for integrating the databases of the Iligan City Water System (ICWS) after a review of the technical proposal. Funds have already been allocated, but the BAC still has to do the bidding and award the contract to the winning bidder.

After the purchase of the software and hardware, the project will assist ICWS in the migration of data to the new database and will hold a test-run to see if the system works. Then the involvement of the project in the systems and procedures of ICWS will end.

### Oroquieta City

Project activities in the economic enterprises of the city are now about to be completed. After eleven months, the project has facilitated the creation of the City Economic Enterprise Office, helped set its strategic directions and recommended improvements in the collection and remittance system of the enterprises.

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

These policies and other interventions of the project have in many ways contributed to the increase in the income of the economic enterprises. In January 2008, the economic enterprises earned only PhP596,407.61 for the city coffers, but in January 2009 they earned a whopping PhP1,348,446.25, a substantial increase of 126 percent from 2008. Much of the increase can be attributed to the imposition of transfer fees, the more efficient collection, and the high morale of the employees after a separate office was created solely to manage and operate city economic enterprises.

### Ozamiz City

The Economic Enterprise Code of Ozamiz City is now with the City Council for the third and final reading. From the technical working group who prepared the draft code, it was later passed to the council for deliberation and the conduct of public hearing. Technical editing has been done on the draft code and styling and grammatical editing are expected to be done by the City Council Secretary and his staff.

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

The Economic Enterprise Code also sets new rates for the rental of stalls in the new public market. But these rates are still much lower than the rates in private commercial spaces near the market. For instance, the current rental of a six square meter space in a private building in front of the market costs PhP10,000.00 every month, while the rental of a nine square meter space stall in the market only costs PhP 6,000.00.

Below are the stall rental rates in the different sections of the market under the proposed Economic Enterprise Code.

Stall Section	Number of Stalls	Occupancy Fee	Stall Rental/ Month
1. Grains Section	79	30,000.00	3,750.00
2. Native Products	41	20,000.00	3,000.00
3. Dried Fish Section	32	20,000.00	1,000.00
4. Fresh Fish Section	324	20,000.00	900.00
5. Dressed Chicken	28	30,000.00	3,000.00
6. Fresh Meat Section	84	30,000.00	3,750.00
7. Fresh Vegetable Section	56	20,000.00	900.00
8. Fresh Fruit Section	33	20,000.00	3,000.00
9. Mini-Grocery Section	87	30,000.00	5,000.00
10. Dry Goods Section	44	20,000.00	3,750.00
11. Food Court	76	30,000.00	3,000.00
12. Rentable Space (ground floor)	14	250,000.00	21,600.00
13. Rentable Space (2 <sup>nd</sup> floor)	6	125,000.00	7,000.00

Assuming one hundred percent occupancy, the table below will show the projected income of the public market in the next three years-2010 to 2012

Stall Section	No. of Stalls	One Time Occupancy Fee Income	Annual Income for Year 2010	Annual Income for Year 2011	Annual Income for Year 3 2012
1. Grains Section	79	2,370,000	3,555,000	3,661,650	3,771,499
2. Native Products	41	820,000	1,476,000	1,520,280	1,565,888
3. Dried Fish Section	32	640,000	384,000	395,520	407,385
4. Fresh Fish Section	324	6,480,000	3,499,200	3,604,176	3,712,301
5. Dressed Chicken	28	840,000	1,008,000	1,038,240	1,069,387
6. Fresh Meat Section	84	2,520,000	3,780,000	3,893,400	4,010,202
7. Fresh Vegetable Section	56	1,120,000	604,800	622,944	641,632
8. Fresh Fruit Section	33	660,000	1,188,000	1,223,640	1,260,349
9. Mini-Grocery Section	87	2,610,000	5,220,000	5,376,600	5,537,898
10. Dry Goods Section	44	880,000	1,980,000	2,039,400	2,100,582
11. Food Court	76	2,280,000	2,736,000	2,818,080	2,902,622
12. Rentable Space (ground floor)	14	3,500,000	259,200	285,120	313,632
13. Rentable Space (2 <sup>nd</sup> floor)	6	750,000	84,000	92,400	101,640
Totals	904.00	25,470,000	25,774,200	26,571,450	27,395,019

### Surigao City

Reforms in the Citizens Action Center (CAC) of Surigao City have already been implemented under the project. The Executive Order providing the legal basis for the

existence of the center has been issued by the Mayor on January 19, 2009. The service areas, service cycles and service standards of the center have also been clarified and tested. Seven of the 18 staff of the center was trained in Basic Customer Service Skills (BCSS), and a regular supervisor has been designated to oversee the work of the CAC.

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

To improve further the work of the CAC and sustain its operations, the project recommended that all center staff be required to attend a training on Basic Customer Service Skills. It was also suggested that reporting of services to the Mayor be done on a semi-monthly basis so he will know what services are most in demand in a particular time of the year and let the information guide his decisions. If the city leadership deems it necessary to sustain the CAC even after their term expires, the City Council can also pass an ordinance making the CAC a regular office of the city government.

#### Tacurong City

The problems hounding the collection system of the economic enterprises of the city were highlighted during the validation workshop with some staff of the City Treasurer's Office, including the Assistant Treasurer.

Among the problems they thought should be addressed immediately are the following: the flexibility in implementing market ordinances; the lack of information by vendors on market policies; the lack of collectors assigned in the public market; and their lack of skills in collection.

To address the identified problems, the following were suggested as recommendations: 1) enforcement of existing policies on collection, 2) review of administrative and judicial remedies on delinquencies, 3) recruitment of additional personnel to fill in two vacant items, and 4) conduct of skills training for collectors.

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

The city of Zamboanga opted for assistance on improving the real property tax administration. Many of the recommendations to improve RPTA have already been implemented.

Completing the Assessor's digital parcel file is still the biggest challenge to the Tax Mapping Division but the process has already been simplified so that incoming maps are now referred directly to the taxmappers, no longer passing by the Division Head, shaving off a number of

hours of processing time. The taxmappers now have their own logbooks to record incoming and outgoing maps.

The digitization of parcel maps has not been completed yet because project staff members are often on field work, and one has been re-assigned to another division. The staff also encountered difficulties with distortion of parcels upon movement and re-sizing of section maps which needs more time to fix.

A letter from the Assessor's office has been sent to the Management Information System (MIS) office requesting assistance on the automation of the printing of Property Identification Number (PIN), and parcel maps on the tax declaration, but the MIS department has not been able to produce the program due to intervening tasks.

On the use of parcel maps to clean up the Assessor's Office tax declarations, the staff of the office was able to resolve the Exception Reports for Barangay Zone 1. Moreover, they were able to generate Exception Reports for Barangays Zone 2, 3, and 4, and to resolve the same.

Applicants for locational clearance at the City Planning Office can now apply without having to go inside the office, since desks with the forms have been put in place outside. Budget has been requested by the office for four additional zoning inspector positions. Other staff members, particularly draftsmen and inspectors have been re-deployed according to recommendations.

On the revised program to list taxpayers by delinquency, the MIS Office has re-designed a program to generate the list of taxpayers according to amount of delinquency. However, the users from the Treasurer's office think it takes too long to re-refresh so they are not using it yet.

Printing notices of delinquency, and sorting by billing ID have been done, but the City Treasurer's Office noticed instances where properties belonging to one taxpayer have different billing IDs. Notices for addresses outside the city have already been mailed.

## **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 2nd Quarter Fiscal Year 2009.**

Lay out of the guidebook is almost done. By early May, it will be forwarded to USAID for approval before finally sending it to the printing press.

**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 2nd Quarter Fiscal Year 2009.**

Since the project inception on October 1, 2007 until March 31, 2009, a total of 32 local governments (31 municipalities and one provincial government) have enrolled in the project. One municipality (Sitangkai) however withdrew from the project in March following the initial visit made by the project team in the municipality in February, citing non-readiness of the municipal employees to undergo reform process as reason for withdrawal. Of the 31 local governments, only one, the provincial government of Sulu, has not started the technical assistance activities. The provincial government has earlier advised the project team to defer for the moment deployment of consultant to the province due to the kidnapping of the Red Cross volunteers. The provincial government said that it cannot yet concentrate on other matters because of the ongoing negotiation for the release of the hostages. Activities in the municipality of Jolo are continuing as planned.

**Business Permits and Licensing**

As of December 31, 2008, twelve municipalities have enrolled for technical assistance on business permits and licensing. However after the consultation made in mid January 2009, the municipality of Midsayap decided to focus its efforts on improving the management of its public market. Thus, as of March 31, 2009, eleven municipalities have technical assistance to improve its business permits and licensing system.

Province	Municipalities	Status As of March 31, 2009
Lanao Norte	Baroy	TA will be completed by end of April 2009
	Kolambugan	Ongoing
Zamboanga del Norte	Leon Postego	TA will be completed by end of April 2009
	Labason	Ongoing
Zamboanga del Sur	Bayug	Ongoing
Zamboanga Sibugay	Alicia	Ongoing
	Tungawan	TA will be completed by end of April 2009
	Siay	TA will be completed by end of April 2009
Tawi Tawi	Bongao	TA will be completed by end of May 2009
Sulu	Jolo	TA will be completed by end of May 2009
Basilan	Lamitan	Ongoing, started Feb 2009

On February 25-26, 2009, these eleven municipalities gathered together to exchange ideas, initiatives, lessons and innovations they adopted to improve their business permits and licensing. Topics discussed during the conference included: issues and challenges on business permits and licensing administration, use of key indicators to measure performance, and other strategies and innovative ways of doing things. Individually, these municipalities also reported on their accomplishments using the set of performance indicators developed by the project. For purposes of tracking their improvements, the project used 2008 as the benchmark year. The project started technical assistance in most of these municipalities in April 2008, and implementation of reforms did not happen until August 2008. Hence, data for 2008 is prior to TAG3 technical assistance.

In addition to the sharing session, the municipalities also had a study tour at the Cebu City government business permits and licensing office, and at the DTI National Economic Research and Business Assistance Center (NERBAC).<sup>4</sup> At the Cebu City business permitting office, participants were oriented on the conduct of business tax mapping, and on other licenses and permits the office issue to businesses. At the NERBAC office, they were

<sup>4</sup> The creation of the NERBAC is provided under Republic Act (RA) 7470, otherwise known as the National Economic Research and Business Assistance Center of the Philippines Act of 1992. It is tasked to provide prospective investors and entrepreneurs basic information on various business options that are open to them, in accordance with investment priorities of the government. The center will provide a one-stop action shop that will facilitate the processing and documentation of all requirements in the establishment of business enterprises in the country. It will also link prospective entrepreneurs to credit services. Other functions of the center includes: establishing an updated data bank of all industries and business enterprises in the country; preparing pre-feasibility studies; and identifying possible areas for investment. NERBAC's central office will be in Manila but it will have branches in different regions, which will be integrated into DTI regional offices.

briefed on the function of the center and the complementation of processes of each of the participating offices (e.g. Department of Trade and Industry, Bureau of Internal Revenue, Social Security System, Home Mutual Development Fund).

*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. Among the issues and challenges identified in their business permitting system are as follows:

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 challenges the TWG started implementing the following service improvements:

1. Requested 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. Conducted information campaign on the features of the Local Tax Code.
3. Enforced closure of businesses that have not paid their delinquency and have not renewed their Business Permit.
4. Requested 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. Requested the Barangay Chairman to designate any barangay officials to issue the required Barangay Clearance and Certification, in his absence.
6. Conducted information campaign to encourage taxpayer to pay before the due date. The campaign will increase the amount of collection.
7. Requested the Mayor to designate his Secretary to sign the permit on his behalf.
8. Removed the quarterly renewal of business permit.

The following are the improvements in the municipality based on the key performance indicators.

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan 2007</b>	<b>Jan 2008</b>	<b>Jan 2009</b>
Business tax collection	129,080.54	155,273.22 (20%)	250,511.96 (61%)
Regulatory fees	38,900.00	43,270.00 (11%)	98,289.64 (127%)
Number of registered businesses			
New	5	12	none
Renewal	35	38 (8%)	60 (57%)
Number of applicants during January renewal period <sup>5</sup>	35	38 (8%)	60 (57%)
Processing Time <sup>6</sup> (Minutes/hours/days)	45 minutes	45 minutes	5-30 minutes
Number of steps	8	8	8
Number of signatories	6	6	6
Number of Forms	none	5	5
Number of Clearances	none	6	6

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan 2007</b>	<b>Jan 2008</b>	<b>Jan 2009</b>
Presence of services improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action plans)	none	none	Service improvement plans/action plan
Better Records Management	Index Card	Index Card	Index Card/Logbook
Type and Scope of the Info Dissemination	Barangay Assembly	Barangay assembly Ricorrida ABC meeting	Barangay assembly Ricorrida ABC meeting

Approaches, strategies, and innovations adopted by the municipality to effect such improvements are as follows:

- Allocated budget for the improvement of the business permits and licensing section.
- Issuance of an Executive Order creating the Technical Working Group to oversee the improvement activities.
- Monthly meetings to discuss the status of the improvement activities.

<sup>5</sup> As mandated by the Local Government Code of 1991, renewal of business permits is January 2-20 every year. Although some local governments extend their renewal period until January 31.

<sup>6</sup> Computed from the time the applicant filled his application for business permits up to the time the permits is released to the applicant.

- Attendance to meeting of the Association of Barangay Captains to disseminate activities related to business permits and licensing.
- Conducted joint tax mapping of business establishments.
- Transformed their business tax maps into Geographic Information System.

To improve further their performance and sustain the reforms, the TWG formulated the following key activities be implemented beginning March 2009.

**Key Activities**

- Improve/ enhance Business Tax Mapping.
- Update the mayor about the BPLS activities
- Implementation of Business-One-stop-shop
- Engage the municipal Treasurer as the accountable officer
- Establish regular TWG weekly meeting Time
- Document all services related to business permit
- Monitor Business Establishment

Based on the project consultant's assessment, the project's technical assistance to the municipality of Baroy is almost completed.

*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. The Technical Working Group aims to process new business permits in one hour and 50 minutes. Among the issues and challenges identified in their business permitting system are as follows:

1. Focus is more on payments and issuance of official receipts (revenue generation) than completion of requirements (regulatory) for business permits.
2. Lengthy processing time.
3. No flowcharts to guide and inform business permits applicants.
4. Absence of signatories
5. Limited information dissemination campaign

To address these identified challenges, the TWG recommended the following service improvement recommendations.

1. Streamline processing time
2. Conduct information campaign
3. Provide appropriate waiting area

4. Provide checklist of requirements, service flow charts, and schedule of regulatory fees to be posted on conspicuous places.

The following are the progress in the municipality based on the key performance indicators.

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan 2007</b>	<b>Jan 2008</b>	<b>Jan 2009</b>
Business tax collection	126,493.70	421,377.80 (233%)	218,031.66 (-48,25%)
Regulatory fees	92,613.23	344,235.00 (271%)	197,315.00 (-42.68)
Number of registered businesses			
New	25	52 (108%)	38 (-27%)
Renewal	314	388 (23.56%)	228 (-35%)
Number of applicants during January renewal period	398	461 (16%)	385 (16%)
Processing Time (Minutes/hours/days)	2 days and 7 hours	2 days and 7 hours	2 days and 7 hours
Number of steps	6	6	6
Number of signatories	6	6	6
Number of Forms	3	3	3
Number of Clearances	1	1	1

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan 2007</b>	<b>Jan 2008</b>	<b>Jan 2009</b>
Presence of services improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action plans	none	none	Service improvement plans/action plan
Better Records Management	Manual	Manual	Manual
Type and Scope of the Info Dissemination	Ricorida to coastal barangays  Streamers	Ricorida to coastal barangays  Streamers	Ricorida to coastal barangays

Because of the August 2008 MILF attacked in some villages of the municipality, the Technical Working was not able to implement any of the recommended service improvement recommendations. The attacked also caused the drop in the collection of business taxes and regulatory and the decrease in the business renewal in January this year. However, during

the sharing conference on February 25-26, 2009, the TWG came up with key activities to be implemented beginning March 2009 to August 2009.

The following are the key activities identified by the TWG:

**Key Activities**

- Issuance of Office Order for countersigned signature
- Prepare materials for information campaign
- Redesign the business permit application form
- Install system for records management
- Organize the Mobile Team
- Conduct Tax Mapping
- Present planned activities to the Sangguniang Bayan members for budgetary support.

*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 the municipality of 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. Among the issues and challenges identified in their business permitting system are as follows:

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.

To address these challenges, the TWG started implementing the following service improvements:

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

The following are the improvements in the municipality based on the key performance indicators.

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan 2007</b>	<b>Jan 2008</b>	<b>Jan 2009</b>
Business tax collection	47,877.24	77,950.85 (62.81%)	118,894.49 (52%)
Regulatory fees	49,460.78	72,417.93 (46.41)	124,403.07 (71.78%)
Number of registered businesses			
New	34	49 (44%)	11 (-77%)
Renewal	130	171 (31%)	92 (-46%)
Number of applicants during January renewal period	No data	No data	160
Processing Time (Minutes/hours/days)	2-3 days	2-3 days	3 hours
Number of steps	No data	No data	No data
Number of signatories	8	8	8
Number of Forms	2	2	2
Number of Clearances	7	7	7

**Performance**

Qualitative Indicators	Jan 2007	Jan 2008	Jan 2009
Presence of services improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action plans	none	none	Case Study and Implementation Plan
Better Records Management	Manual	Manual	Manual
Type and Scope of the Info Dissemination	none	none	Conduct community level Meetings

Future activities for Leon Postego include the following key activities identified by the TWG.

Key Activities
<ul style="list-style-type: none"> <li>• Adopt Mobile Renewal Team for Business One Stop Shop</li> <li>• Conduct tax mapping and distribution of business permit application forms.</li> <li>• Identify a Sanguniang Bayan Member who will act as champion of the TWG.</li> <li>• Adopt the issuance of temporary business permit.</li> <li>• Reactive the Revenue Generation Task Force.</li> </ul>

Based on the project consultant's assessment, the project's technical assistance to the municipality of Baroy is almost completed.

#### Labason, Zamboanga del Norte

The municipality of Labason just had its first training on service improvements for BPLS on February 11-13, 2009. The Technical Working Group has started to document their business permits and licensing process, and presented their experience during the Cebu sharing workshop.

The TWG identified the following initial set of issues in their business permits renewal process:

1. Most applicants no longer secure business permits once they are issued with clearances from regulatory offices.
2. Business permit applicants tend to wait for the last days before renewing their business permits. Having one stop shop may help facilitate the efficient and fast processing of papers.
3. There is no periodic monitoring and inspection of business establishments.

During the sharing conference, the TWG also identified some the activities they will implement to improve their business permitting system.

**Key Activities**

- Issuance of Executive Order by the Mayor organizing the mobile business one stop shop.
- Issuance of Memorandum Order by the Mayor for the members of the mobile business one stop shop to conduct monitoring inspection of all business licenses.
- Lobby the Municipal Mayor and the Sangguniang Bayan for budget allocation to conduct tax mapping of business establishment
- Monitoring and Inspection of business establishments.
- Tax mapping of business establishments.
- Conduct information drive through radio and barangay assembly

*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. Among the issues and challenges identified in their business permitting system are as follows:

1. No tax mapping of business establishments.
2. No proper filing of records.
3. Unauthorized collection
4. Non remittance of collection.
5. Securing clearances is delayed when the Barangay Treasurer has no copies of Community Tax Certificate.
6. Unavailability of Official Receipt.
7. Insufficient revenue collectors to collect payments from business permit applicants.
8. Printing of business permits can be delayed due to unavailability of supplies.
9. Absence of the Municipal Mayor and of the Municipal Treasurer to sign business permits.

In order to address these challenges the TWG implemented the following service improvements:

1. Use of Presumptive Income Level (PIL) in determination of gross sales.
2. Police clearance and sanitary permit (for non food establishments) are no longer required.
3. Streamlined the process for business permits renewal. Permits are now released within one hour.

4. Hired additional revenue collection clerk to collect business tax payments.
5. Established satellite collection office to cater to western barangays.
6. Personnel movement—revenue collectors take turns in doing field assignments.
7. Re-arrangement of office lay-out for the one stop shop.
8. Full implementation of Municipal Revenue Generation and Resource Mobilization Plan.

The results of the above service reforms based on key performance indicators are as follows:

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>2007</b>	<b>2008</b>	<b>Jan -Feb 10, 2009</b>
Business tax collection	217,103.85	493,379.22 (102%)	520,690.75 (5.5%)
Regulatory fees	22,650.00	45,900.00 (102%)	29,100.00 (-36%)
Number of registered businesses			
New	6	8 (33%)	14 (75%)
Renewal	145	298 (105%)	194 (-35%)
Number of applicants during January renewal period	19	81 (362%)	113 (39%)
Processing Time (Minutes/hours/days)	6hrs	4hrs	1hr
Number of steps	6	6	4
Number of signatories	2	2	2
Number of Forms	2	2	2
Number of Clearances	6	6	4

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>2007</b>	<b>2008</b>	<b>Jan -Feb 10, 2009</b>
Presence of services improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action plans	none	none	Trainings, lessons learned, field experiences, and implementation plan enforcement with political will, the BPLS collection effectively carried out.
Better Records Management	Ordinary filing of records	Ordinary filing of records	Proper filing of records using the numerical coding system by barangay for

Qualitative Indicators	Performance		
	2007	2008	Jan -Feb 10, 2009
			easy access of records.
Type and Scope of the Info Dissemination	Barangay Assembly	Barangay assembly Ricorrida ABC meeting	Barangay assembly Riricorrida ABC meeting

Approaches, strategies, and innovations adopted by the municipality to effect such improvements are as follows:

- Intensified information drive by sending notices on the cut-off date for business permit renewals, requirements and surcharges.
- Conduct of focus group discussions conference with taxpayers in the barangays.
- Follow up visit on taxpayers bringing notices of collection.
- Conduct of barangay collection activities
  - Joint collections system by the different offices
  - SB mobile session and Service Caravan System ( twice a month)
- Provided revenue collectors with incentives like:
  - Lakbay Aral (Educational tour)
  - Provision of meals and fuel allowance during field collection.
  - Performance board indicating the collections of revenue collectors
  - Weekly performance evaluation
- Establish satellite collection office
- Posting of Billboards and Streamers in strategic and conspicuous places
- Imposing Penalties to late renewals of business license in accordance with the Revised Local Revenue Code.

To improve further their performance and sustain the reforms, the TWG formulated the following key activities be implemented beginning March 2009.

<b>Key Activities</b>
<ul style="list-style-type: none"> <li>• Issuance of separate community tax certificate for business establishment operators.</li> <li>• Amend the Local Tax Code to exclude the occupancy permits in renewal of business licenses</li> <li>• Train alternate License Inspector</li> <li>• Conduct business tax mapping</li> </ul>

*Siat, 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. They wanted to improve their business tax collection, and reduce the processing time for the issuance of new business permits. 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.

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.

Based on the identified issues, the TWG implemented the following service improvements:

1. Disseminated information on the need to secure Barangay Clearance and CTC prior to applying for a business permit.
2. Conducted an awareness campaign on the on features of the Local Tax Code in response to a complaint lodged by some applicants.
3. Requested the Mayor to designate a licensing officer.
4. Requested the Mayor to designate the Municipal Administrator to sign business permits in his absence.
5. Attended training on the use of Geographic Information System conducted by the project consultant.
6. Completed the photo-documentation and gathering of data needed for completing the digital tax map of business establishments.

The results of the above service reforms resulted in the following improvements based on key performance indicators.

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Business tax collection	212,471.05	261,584.57 (23%)	368,531.75 (40%)
Regulatory fees	102,266.23	121,390.35 (19%)	152,476.27 (26%)
Number of registered businesses			
• New	17	29	41

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
		(70%)	(41%)
• Renewal	164	168	176
Number of applicants during January renewal period	-	97	132 (36%)
Processing Time (Minutes/hours/days)	-	1-2 days	25 mins
Number of steps	-	4	4
Number of signatories	-	2	1
Number of Forms	-	3	3
Number of Clearances	-	5	5

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Presence of services improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action plans)	none	none	Service improvement plan carried out.
Better Records Management	Ordinary filing of records	Ordinary filing of records	Information in the field should be captures in the records
Type and Scope of the Info Dissemination	ABC meeting	Tax information campaign	Tax information campaign

Approaches, strategies, and innovations adopted by the municipality to effect such improvements are as follows:

- Conducted information drive.
- Advised business owners to secure the barangay clearance and community tax certificate before applying for business permit.
- Requested assistance from the IT manager to check the configuration of the printer set-up to resolve the recurring problems.
- Requested key personnel on business permitting to be on his/her post 8 hrs a day.
- Re-orientation of the tax code in response to complaint
- Information campaign on the penalty imposed for late renewal and payment of business tax.
- Conducted tax mapping of business establishments.

Based on its initial service improvement plans, the TWG was able to implement all service improvement recommendations with the support of the Mayor. In order to sustain their reform efforts, the TWG identified the following key activities:

**Key Activities**

- Prepare information materials to be disseminated in all barangays.
- Prepare schedule for issuance of new, and renewal of business permit activities for 29 barangays.
- Request the Mayor to issue an Executive Order to all office heads involve in the issuance of business permits
- Request the Mayor and the Sanggunian Bayan members to enact an Ordinance to institutionalize all reforms.

Based on the assessment of the project consultant, the TAG3 project technical assistance to the municipality of Siay is almost complete.

*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) one hundred percent of the previous year's business permits must be renewed, and 3) fifty percent improvement in the collection of business taxes from the previous year.

The entire process involves at least seven signatures on as many forms (Community Tax Certificate, 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 identified the following issues in their business permits renewal process:

1. Few businessmen like to go to the 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.

Based on the identified issues, the TWG implemented the following service improvements:

1. Conducted information dissemination to all business establishments on the requirements for renewal of business permits before January 2009.
2. Organized a team with representatives from different regulatory offices to conduct on-the spot renewal of business permits.
3. Jointly inspected business establishments during the business renewal period.
4. Barangay Captains and Treasurers joined the Mobile Business Permits Renewal Team for the immediate issuance of barangay clearance and community tax certificates.
5. Municipal Health Office and Bureau of Fire Protection to conduct early inspections in first the two weeks of December 2008
6. Requested the Mayor to delegate the signing of business permits to the Municipal Treasurer (only for business permits renewal only).

The results of the above service reforms resulted in the following improvements based on key performance indicators.

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Business tax collection	43,277.50	52,883.45 (22%)	213,600.77 (304%)
Regulatory fees	10,280.00	54,573.00 (430%)	229,883.50 (321%)
Number of registered businesses			
• New	-	-	114
• Renewal	45	75 (67%)	116 (55%)
Number of applicants during January renewal period	45	75 (67%)	280 (273%)
Processing Time (Minutes/hours/days)	3 hours	3 hours	30 mins
Number of steps	6	6	6
Number of signatories	5	5	5
Number of Forms	3	3	3
Number of Clearances	4	4	4

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Presence of services improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action	Revised Revenue Code (RCC) is partially implemented	Full implementation of RRC	Implement BPLS Reform

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
plans)			
Better Records Management	Filing system	Filing system	Implement BPLS Reform
Type and Scope of the Info Dissemination	Tax Campaign by Collectors and Barangay Treasurer in the Barangay	Tax Campaign by Collectors and Barangay Treasurer in the Barangay	ABC Meeting TWG Conduct Information Drive on the Renewal of Business Tax.

The approaches, strategies, and innovations adopted by the municipality to effect such improvements are as follows:

- Organized the Mobile Renewal Team (MRT) thru an Executive Order.
- Conducted information dissemination on on-the-spot renewal of business permits.
- Barangay Officials (Barangay Captain, Treasurer and Secretary) joined the MRT.
- MRT issued renewal of business permits in the barangays (Barangay Hall and Purok Centers).
- Complete MRT plans route for the day.
- Appropriation of a budget for the implementation of the BPLS reform.

Based on its initial set service improvement plans, the TWG was able to implement all service improvement recommendations with the support of the Mayor. The project consultant's assessment also showed that technical assistance on BPLS for Tungawan is almost complete. The only remaining assistance that the project needs to give the municipality is the training on records management and map maintenance. However, in order to sustain their reform efforts, the TWG identified the following key activities:

<b>Key Activities</b>
<ul style="list-style-type: none"> <li>• Request the Mayor to issue an Executive Order for the creation of the BEIT (Business Establishment Inspectorate Team)</li> <li>• Conduct of actual inspection for all business establishments</li> <li>• Come-up with spot map per barangay</li> <li>• Conduct of monthly meetings and reporting of MRT &amp; BEIT</li> <li>• Appropriate funds for MRT &amp; BEIT operational cost</li> </ul>

### *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 Technical Working Group identified the following issues in the tax mapping of their business establishments:

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. There are business owners which are declaring only one line of business but in reality maintain two or three lines of business.
4. Lower declaration of capitalization/ gross sales.
5. Business owners aligned with local politicians refuse to secure a Mayor's Permit.
6. TWG members may exercise partiality when assessing business establishments owned by their relatives.
7. Disagreement between business owners and the members of the Tax Mapping team on the assessments made.
8. Data gathering and records management is a problem.
9. 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 are the service improvement recommendations by the TWG:

1. Issuance of an Executive Order creating a new TWG that will conduct tax mapping of business establishments after January 20 every year.
2. Conduct of tax information campaign.
3. 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.
4. Organize the data systematically for easy consolidation.
5. Computerize the consolidated data to have a clear and good quality report.
6. TWG members to submit a consolidated report of business establishments to the Revenue Generation and Mobilization Committee.

The initial assessment based on key performance indicators showed the following results:

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan 2007</b>	<b>Jan 2008</b>	<b>Jan 2009</b>
Business tax collection	263,868.33	277,237.80 (5%)	318,170.81 (15%)
Regulatory fees	149,744.70	149,744.70 (0)	132,740.54 (-11%)
Number of registered businesses			
• New	6	20 (233%)	7 (-65%)
• Renewal	323	382 (18%)	237 (-38%)
Number of applicants during January renewal period	329	402	244
Processing Time (Minutes/hours/days)	No data	No data	No data
Number of steps	6	6	6
Number of signatories	4	4	4
Number of Forms	3	3	3
Number of Clearances	6	6	10

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Presence of services improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action plans)	-	-	-
Better Records Management	Records are in Excel file	Records are in Excel file	Data of Business establishments are now in eLGU eBPLS from NCC and in Excel file
Type and Scope of the Info Dissemination	Radio guestings, ABC meeting, Brgy. Assembly meetings & ricorrida	Radio guestings, ABC meeting, Brgy. Assembly meetings & ricorrida	Radio guestings, ABC meeting, Brgy. Assembly meetings & ricorrida

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.

In spite of major delays in the implementation of the service improvement recommendations, the municipality made quick gains by enacting 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 involves eight major steps: 1) filling of an application, 2) computation of taxes and fees, 3) payments of taxes and fees, 4) compliance with regulatory requirements, 5) submission of filled up application forms, requirements and receipts of payments to the Licensing Officer for checking and recording in the logbook, 6) approval of the application by Mayor or his designee, 7) approval of the permit, and 8) release of the permit by at the Municipal Treasurer's Office. The entire process requires only three signatures: Licensing Officer, Municipal Treasurer, and Municipal Mayor.

The TWG identified the following issues in both the renewal and issuance of new business permits.

1. The deadline for renewal of business permit is at the end of the first quarter of the current year. 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, and signature of applicant upon receipt of the permit) are recorded in the logbook. Nobody is directly responsible for maintaining the data or updating the records.
7. Majority of the business establishments in Bongao are operating without a permit.

Based on the identified issues, the TWG implemented the following service improvements:

1. Conducted tax mapping of business establishments
2. Conducted information campaigns (posting of streamers, radio plugging, door-to-door distribution of application forms with list of requirements and sample computation).
3. Discussions with barangay Chairpersons, and market vendors
4. Improved Public Market operations.
5. Amended the Local Revenue Code to increase the fees and charges at a reasonable level
6. Appointed additional employee in the business permits and licensing section to help facilitate the processing of application.
7. Utilized the existing e-BPLS software provided by the National Computer Center for database management.
  - a. Retrieved old business permit and licenses to be encoded in the e-BPLS database system.
  - b. Revised the business application form to include relevant data that are already in the existing eBPLS software.
8. Revised the existing application form to include data relevant in the computation of business taxes and fees.
9. Redesign the business registration process.

The results of the above service reforms resulted in the following improvements based on key performance indicators.

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Business tax collection	277,638.20	176,455.40 (-36%)	213,737.35 (21%)
Regulatory fees	18,810	15,675 (-17%)	20,805 (33%)
Number of registered businesses			
• New	No data	18	7
• Renewal	199	216	66
Processing Time (Minutes/hours/days)	66	55	73
Number of steps			
• New	8	8	8
• Renewal	6	6	6
Number of signatories	2	2	3
Number of Forms	1	1	1
Number of Clearances	6	6	6

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Presence of services	-	-	Implementation

Qualitative Indicators	Performance		
	Jan. 2007	Jan. 2008	Jan. 2009
improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action plans)			of action plans
Better Records Management	Use of logbook	Use of logbook	Use of Logbook  eBPLS utilized for database management
Type and Scope of the Info Dissemination	Notices for renewal	Notices for renewal	Posting/ installation of streamers  Radio plugging  Distribution of application forms (with list of requirements & sample computations  Discussion with barangay Chairpersons Market Vendors' Forum

The approaches, strategies, and innovations adopted by the municipality to effect such improvements are as follows:

- Introduced amendments to several provisions of the Local Revenue Code.
- Complementation of efforts of concerned office relative to the issuance business permits.

Based on the project's assessment of the level of implementation of its action plans, the technical assistance on BPLS for Bongao is almost complete. However, in order to sustain their reform efforts, the TWG identified the following key activities:

**Key Activities**

- Continue the conduct of business tax mapping in Bongao Center
- Continue the recording of BPLS relevant data and information on the eBPLS program.
- Amend the sections of ordinance 132, series of 1993 of the Local Revenue Code of Bongao, in order to remove RPTA Clearance as one of the requirements in business permits application/issuance.
- Continue the quarterly conduct of vendors for a.
- Weekly radio plugging or BPLS-relevant information (e.g. business tax, regulatory and other fees)

*Jolo, Sulu*

The TWG in Jolo 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.

The TWG identified the following issues in both the renewal and issuance of new business permits.

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.
4. Application for retirement of business operation is not practiced in Jolo. Only those businessmen who need certificates for cessation of business for other legal purposes applied for retirement.
5. 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.
6. 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.

7. Many businessmen were given special favor through the request of local officials.

Based on the above issues, the TWG came up with the following service improvements.

1. Conducted tax mapping of business establishments.
2. Conducted tax information and education campaigns (e.g. posting of streamers, radio plugs, distribution of flyers and leaflets, vendors' forum)
3. Introduced amendments to the Local Revenue Code
4. Redesigned the business permit application form from five to one page, and include relevant data needed in the analysis of economic activity.
5. Streamlined the business registration process.

The implementation of the above improvements yielded the following results.

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Business tax collection	890,519.11	1,272,977.77 (43%)	1,142,144.12 (-10%)
Regulatory fees	485,858.60	614,204.40 (26%)	574,631.00 (-6%)
Number of registered businesses			
• New	77	68 (-11%)	5 (-93%)
• Renewal	659	773 (17%)	194 (-74%)
Processing Time (Minutes/hours/days)	No data	No data	No data
Number of steps	-	11	4
Number of signatories	-	6	4
Number of Forms	-	5	1
Number of Clearances	-	9	9

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Presence of services improvement (Local government officials and employees acquired knowledge and skills in continuous services improvements/action plans)			Composite tax mapping team that includes national government agencies.  Door to door distribution of flyers and leaflets

<b>Performance</b>			
<b>Qualitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
			Posting of business registration process flowchart.
Better Records Management	Use of excel program	Use of excel program	Enhanced the registration form to capture the data needed for the e-BPLS.
Type and Scope of the Info Dissemination	-	-	Posting of streamers.  Distribution of flyers and leaflets.  Posting of business registration process flowchart  Radio plugs  Vendors Forum

The municipality adopted the following strategies to enhance implementation of reforms.

- Retail amendments to the Local Revenue Code, specifically on the section related to regulatory fees.
- Computation of gross revenue of the business establishments were starting with the most current year up to three years back.

The remaining key activities that need be undertaken in Jolo in order to sustain the gains of the technical assistance are as follows:

<b>Key Activities</b>
<ul style="list-style-type: none"> <li>• Undertake the inventory of business establishments in all barangays.</li> <li>• Train personnel on tax mapping.</li> <li>• Issuance of CTC to business owners and their employees upon renewal of the business permits including the new applicants.</li> </ul>

*Lamitan, Basilan*

The Technical Working Group selected three services to improve: a) issuance of new business permits, b) renewal of business permits, and c) additional or change of business activity. Their objectives were to 1) be able to document the business permits-related services, 2) make improvements in the processes, 3) ensure that the computerization will improve the manual process, 4) publish a “Business Owner Charter (How to Apply for a Business Permits, How to Renew our Business Permits, etc).

There are six main processes in the issuance of new business permits: 1) identification, evaluation and assessment of new business activities, 2) receiving of payments, 3) preparation and recording of application form, 4) securing required signatures of the signatories in the application form, 5) recording in individual taxpayer index card, and 6) preparation and release of business permits.

For renewal of business permits, the process is as follows: 1) evaluation and assessment, 2) filling and recording of application form, 3) approval of application by the Mayor, 4) secure all requirements, 5) payment of fees and taxes, and 6) issuance of business permit.

On the other hand, the process for additional or change of line of business activity involves only two main processes: 1) Identification, evaluation, and assessment for additional business activities, and 2) receiving of payments and annotation of business permit with additional business activity.

Lamitan has recently joined the project with its first training on service improvements happened only on February 17-20, 2009. The identified sets of activities the TWG during February training were as follows:

As part of examining the performance of the business permits and licensing system, the TWG used the performance indicators in order to get good baseline information before technical assistance was started in February 2009.

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Business tax collection	1,346,423.49	1,790,881.94 (33%)	1,074,485.00 (-40%)
Regulatory fees	403,927.04	767,520.83 (90%)	494,281.80 (-36%)
Number of registered businesses			
• New	21	15 (-28%)	23 (53%)
• Renewal	642	702 (9%)	418 (-40%)

<b>Performance</b>			
<b>Quantitative Indicators</b>	<b>Jan. 2007</b>	<b>Jan. 2008</b>	<b>Jan. 2009</b>
Number of applicants during January renewal period <sup>7</sup>	447	401 (-10%)	441 (9%)
Processing Time (Minutes/hours/days)	2 hours per business permit	2 hours per business permit	1 hour per business permit
Number of steps	8	8	8
Number of signatories	6	6	6
Number of Forms	2	2	3
Number of Clearances	4	4	4

Below are the activities identified by the TWG as key to the improvements of their business permitting system.

#### **Key Activities**

- Complete the documentation of the seven key processes on business permits and licensing system
- Secure approval from the Mayor to redesign the business permitting system based on the identified weaknesses during the documentation.
- Re-design these key processes to include quick improvements, and to make sure manual processes is consistent with the computerization efforts of the municipality.
- Train the personnel involved on the redesigned process.
- Write the draft of the Business Owners Charter/Guide
- Engage Chamber of Commerce to test new processes.
- Solicit support from the Chamber of Commerce for the publication of the Charter.

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

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

<sup>7</sup> As mandated by the Local Government Code of 1991, renewal of business permits is January 2-20 every year. Although some local governments extend their renewal period until January 31.

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

Originally, Midsayap selected business permitting as the area to reform. However, after the initial consultation made by the project consultant, it turned out that the issues and concerns raised by the municipal government involve vendors and small business particularly the ones located in the market. These are concerns that largely affect on the market operation and administration. The status of activities in these municipalities is as follows:

*Pinan, Zamboanga del Norte*

The municipality selected the operation of the public market and slaughterhouse (referred to by the municipal government as public market system) as the focus for reform under the project. As revenue raising utilities, the municipal government would like its public market system to be improved and managed efficiently and effectively to increase its income, improve revenue collection and transform it into viable, multi faceted enterprises.

Among the issues identified in the public market systems are as follows:

1. Potential revenues not collected.
2. Poor condition of market and slaughterhouse structure and facilities.
3. Contractual agreements are not complied with by the occupants.
4. Lack of enforcement on fire safety and sanitation by agency in charge.
5. Insufficient number of market personnel.
6. Improper sectioning of market area/premises.
7. Absence of police visibility on a 24-hour basis.

To improve its public market system operations, the municipal government planned to undertake the following activities:

1. Allocate PhP1M for the Improvement of Economic Enterprise for the following:
  - Renovation of market stalls.
  - Renovation of market buildings.

- Construction of new comfort rooms.
- 2. Hire additional market personnel.
- 3. Install transparency Mechanism on Economic Enterprise
  - Review schedule of fees.
  - Post schedule of fees.
  - Sanggunian Bayan review of ordinances including the Revenue Code.
  - Install weighing scale in the office of the market inspector.
- 4. Intensify advocacy campaign.
  - Conduct re-orientation of existing market ordinances.
  - Coordinate and solicit support of Barangay Officials.
- 5. Strengthen the Economic Enterprise Development Office
  - Strict supervision of Revenue Collection Clerks by the Municipal Treasurer.
- 6. Improve structures, building and other facilities in the market.
  - Rehabilitate the buildings and stalls.
  - Fencing of the market area.
  - Proper sectioning of the stalls.
  - Excavate new septic tank for slaughterhouse.
- 7. Revise the existing laws and ordinances on economic enterprises.
  - Pass the Economic Enterprise Code
  - Review the ordinance pertaining to the operation of *habal-habal*<sup>8</sup>.
  - Adoption of a localize Fire Code.

Below are the combined revenues and expenditures for market and slaughterhouse from January to December 2008.

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<b>Income</b>				
Market, Slaughterhouse, and Waterworks	279,359.30	342,552.30	312,430.93	332,408.20
<b>EXPENDITURES</b>	139,958.03	182,056.57	148,956.83	177,905.06
Personnel Services	81,963.63	129,519.00	90,101.58	47,468.46
MOOE	57,994.40	52,537.57	58,855.25	130,436.60
Capital Outlay	-	-	-	-
<b>NET INCOME</b>	<b>139,401.27</b>	<b>160,495.73</b>	<b>163,474.10</b>	<b>154,503.14</b>

During the sharing session held on February 17-18, 2009, the municipality reported that so far the following activities are yet to be completed:

1. Construction of new comfort rooms. The location has not been finalized yet.
2. Market sectioning is ongoing but not yet completed.
3. The municipality is still on the process of hiring for additional personnel.

<sup>8</sup> This is a mode of transportation using motorcycle custom-made to accommodate up to seven people.

4. Installation of weighing scales. The TWG thinks the Office of the Market Inspector is not a safe place to put the weighing scales thus; they are still on the process of identifying a safe place to put the scales.
5. Schedule of fees has not been posted yet.
6. Construction of the relocation area for the market vendors is not yet completed.
7. The draft of Localized Fire Code has not been completed.

In March 2009, the project facilitated the conduct of the Strategic and Priority Planning workshop for the municipal economic enterprises for 2009 to 2011, attended by TWG members. The workshop identified the critical activities to pursue for the next three years. During the workshop, the secretary of the Sanggunian Bayan was also requested to make representations to the members of the Sanggunian Bayan to expedite the approval of the Economic Enterprise Code.

Kabasalan, Zamboanga, Sibugay

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

1. Legal battle between the previous owner and the municipal government
2. Human and financial limitations of the municipality to manage the hospital
3. The municipal government has no experience in running a hospital as an autonomous economic enterprise.

In as much as the hospital was already purchased by the municipal government, the Mayor decided to implement reforms in the hospital operations, with the following objectives:

1. Make the hospital as a self-governing, self sufficient, and a self-directed economic venture.
2. Promote accountability, checks and balances in the hospital operation.

As of January 2009, the hospital continued to be subsidized by the municipal government. With a collection rate of only 30 percent, its outstanding account as of December 2008 is P43M, and has increased further to P60M in January 2009.

Looking at service volume, in-patient increased from 222 in July to September 2008, to 364 from October to December, but went down to 121 for January to Feb 16, 2009. The same trend can be observed on its out-patient services (1,336 July to Sept; 2,098 Oct to December; and 879 Jan-Feb 15, 2009)

Budgetary support to the hospital also increased from 5.8 percent in 2008 to 6.5 percent in 2009.

In spite of these not so encouraging financial trends, a number of accomplishments are nevertheless worth taking note of.

1. The Sanggunian Bayan already passed Resolution No. 2K8-1008-156, allowing the hospital to retain all its income to be used for improvements of hospital operations and hiring of additional medical staff. Prior to this, all income of the hospital is remitted to the Municipal Treasurer's Office and becomes part of the general fund. Thus, tracking and recording of actual income by the hospital is quite difficult to achieve.
2. Resolution No. 2K8-1008-156 will also allow the hospital to have separate books of account.
3. Flowcharts of services from admission to discharge were already installed.
4. Criteria for transparent classification and selection of indigents have been developed.
5. Adopted the Expanded Senior Citizen's Act of 2003.
6. Created a functional and duly constituted multi stakeholder Hospital Management Board through SB Resolution # 2K8-1008-155 and SB Resolution # 2K8-1203-181, respectively.
7. Proposed improvement of hospital facilities are now contained in the Executive and Legislative Agenda, and in the Annual Procurement Plan.
8. Regular monitoring and evaluation on the hospital services (personnel performance audit, financial accounting, and medical service delivery).

Based on the project's assessment of the level of implementation of its action plans, the technical assistance on Pathfinder hospital for Kabasalan is almost complete. However, in order to sustain their reform efforts, the following activities have yet to be implemented:

1. Approval of the Manual of Operation by the Sangguniang Bayan.
2. Finalization of the Charts of Accounts.
3. Implement the inventory system of the hospital.
4. Complete the licensing process for hospital laboratory equipments.

#### Upi, Maguindanao

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

Below is the trend in the collection of market rentals and cash tickets of the municipality.

	2002	2003	2004	2005	2006	2007
Market Rentals	87,985	106,669	178,380	78,435	137,385	140,605
Cash Tickets	188,578	138,140	103,600	132,383	147,458	312,940

<b>Income and Expenditures on Market</b>					
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Income	958,823	445,768	556,038	1,085,718	270,744
Expenditures	n.a	n.a	797,189	903,918	896,000
Net Income (Deficit)			-241,151	181,800	No data yet
Income/Expenditures			0.69	1.20	No data yet

In undertaking the reforms, the municipal government implemented the followings service improvements:

Staffing and complete set-up of market and slaughterhouse.

1. Activated the sanitary inspection.
2. Coordinated with the Municipal Agriculture's Office for the regular conduct of meat inspection.
3. Conducted a study visit at Isulan Public Slaughterhouse to get insights on organization and staffing, revenue generation activities, and regular sumbali for halal.<sup>9</sup>

Market Code

1. Organized the Task Force to do research on market code.
2. Submitted the draft Market Code to Sangguniang Bayan for enactment into an ordinance.
3. Conducted inspections to business establishments located in the market for business permits.
4. Enforce the regulation, no environmental and solid waste management clearance, no permit.

Construction and Renovation

1. Started the construction of slaughter house.
2. Improved the drainage system of the market.
3. Renovated the water system.
4. Renovated the market building
5. Improved the arrangement of Bagsakan Center.<sup>10</sup>
6. Installed Electric Lamp Post

<sup>9</sup> Sumbali is a Muslim term which refers to a religious tradition of praying over the animal before it is slaughtered.

<sup>10</sup> Drop off point for goods to be sold in the market.

### Market Administration

1. Disconnected all illegal electrical connections.
2. Enforced the cleaning of the market premises by market stall occupants.
3. Served notices of delinquencies to stallholders with delinquent accounts.

The following are the activities that have yet to be implemented by the municipal government:

1. Staffing of the slaughterhouse.
2. Enactment of the Market Code.
3. Relocation of market residents (stallholders who also use their stalls as residence).
4. Purchase of meat van for the slaughterhouse.

### Kauswagan, Lanao del Norte

During the sharing session on February 17-18, 2009, members of the technical working group who attended the session revealed that still, no substantive activities have not been implemented since August 2008. Aside from the effect and the disruption the volatile peace and order situation in the municipality has, it is also presently confronted with leadership crisis. The Mayor was suspended beginning January 2009 due to a case filed by members of the Sanggunian Bayan. Among the activities which have yet to be implemented are as follows:

1. Finalization of the site for the motor pool and new slaughterhouse. This has not been done yet because the municipal government has no more available fund for land purchase.
2. Sectioning if market stalls according to goods and items being sold. The leadership lacks the political will to enforce the ordinance mandating re-sectioning of market stalls.
3. Drafting of the economic enterprise code. There are still data gaps that have to be supplied to enable to Sanggunian Bayan draft the code.
4. Creation of permanent positions to handle the operations of economic enterprises. Presently all staff of the Municipal Economic Enterprise Office (MEEDO) are holding either contractual or job order appointments. Accordingly, the municipal government has no available funds yet to ensure permanent appointments.

Members of the TWG however committed that by March they would start implementing the action plans they have crafted with assistance from the project. Unfortunately, follow up meetings set up by the project consultant after the February sharing session continued to be postponed per request of the TWG.

### Tulunán, Cotabato

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

The TWG identified the following issues and concerns in the management of its market and public transport terminal:

1. Poor facilities and amenities (lights, sound system, comfort rooms).
2. Poor road and drainage canals.
3. Lack of accountability mechanisms in overseeing the operations.
4. Insufficient legislative mechanisms in implementing the policies, systems and procedures in its operation.
5. Poor management.
6. Laxity of the implementation of local ordinances like the lease of contract agreement, curfew, environmental code, in particular the Solid Waste Management (RA 9003)
7. Improper sectioning of market stalls.
8. Absence of policies in the construction of private owned stalls without proper coordination to the LGU.
9. Poor monitoring and recording/accounting system.
10. Insufficient legislative mechanisms in the revision of the market code.
11. Lack of accountability mechanisms in overseeing the Public Economic Enterprise operations.

To address these identified issues, the TWG with support from the Mayor and members of the Sanggunian Bayan, implemented the following activities:

1. Designed new user friendly forms.
2. Conducted business mapping.
3. Reviewed the content of Lease of Contract.
4. Conducted profiling of market vendors and vehicles using the terminal.
5. Redesigned the index of payment
6. Updated the ownership data
7. Pending the revision of the market code after the business mapping, issuances of new lease of contracts will be based on the old rate.
8. Conducted study tour to other municipalities to learn new ways and strategies in operating markets and terminals.
9. Engaged the market vendors and transport groups/associations in the planning and implementation processes.
10. The LGU allowed the construction of privately owned buildings to increase the economic activity inside the public market

Below is the achievement of the municipality based on income and collection efficiency. The information presented here however includes also income from two other municipal economic enterprises: slaughterhouse and cemetery. As a practice, the municipality lump together income from all public economic enterprises into one account, and not by type of enterprise. However, the consultant has advised the municipality to segregate income and expenditures by economic enterprise to be able to know what enterprise is earning or not, and what enterprise has higher or lower expenditures. This is will aid local officials to make informed decisions with regards to managing the various enterprises.

	2008				2009
	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	5 <sup>th</sup> Qtr
Income	356,160	297,087	327,780	362,029	117,795
Collection Efficiency	113%	94%	104%	115%	112%

### Midsayap, Cotabato

The municipal market was the chosen area for reform. The municipal government wants its market to become more profitable. Consultations and diagnosis conducted by the project consultant in February revealed the following issues in the operation of the public market.

1. Poor collection.
2. Lack of personnel to staff the enterprise.
3. Insufficient funds allocated for market operation and improvements.
4. No proper sectioning of market stalls.
5. Rampant sub-leasing of stalls without permission from the municipal government.
6. Presence of too many transient vendors
7. Dilapidated structures
8. Traffic problems
9. Stalls are used as dwelling place
10. Clogged canals
11. Slippery floors in the wet market
12. Nights deliveries of fish, fruits and vegetables by transient dealers are rampant, thus, no collections made

As of this reporting period, the planned visit of the consultant to identify and craft strategies to address the issues identified, has yet to be scheduled. Previous arrangements for the visit were made earlier but the municipal government requested postponement because of their various activities.

### Kabacan, Cotabato

An initial visit was conducted by the project consultant on March 18 for consultation and diagnosis on the selected area of reform, gather data, pay courtesy to the Mayor and members of the Sanggunian Bayan, and form and provide a briefing to the technical working group on the key activities of the assistance.

### Pikit, Cotabato

An initial visit was conducted by the project consultant on March 19 for consultation and diagnosis on the selected area of reform, gather data, pay courtesy to the Mayor and members of the Sanggunian Bayan, and form and provide a briefing to the technical working group on the key activities of the assistance.

## Human Resource Management

Five municipalities and one provincial government have enrolled to undertake reforms in human resource management. However of the six local governments, only five have ongoing activities. The project has yet to deploy the consultant to Sulu provincial government. The schedule for deployment has been postponed several times. The kidnapping of the Red Cross volunteers has made the provincial government postpone for several times the deployment of the consultant. The provincial government said that it cannot yet concentrate on other matters because of the ongoing negotiation for the release of the hostages.

Province	Municipalities	Status
Lanao Sur	Wao	Completed as of 31 December 2008
Maguindanao	Sultan Sa Barongis	Ongoing
Cotabato	Magpet	Ongoing
	Pigcawayan	Ongoing
Sultan Kudarat	Isulan	Ongoing
Sulu	Provincial Government	Delayed due to peace and order situation

### 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, and a copy of the HRM plan was already submitted to the Civil Service Commission in December 2008 for approval. Per the request of the municipal government, additional training was given to the municipal government. The Training of Raters was conducted on March 26, 2009, with around twelve (12) department heads and a few technical staff in attendance. The conduct of the course is part of the technical assistance package given to the municipal government on the Formulation of an HRM Plan. However, the conduct of the Training of Raters course was stalled due to the peace and order problems that occurred in the area in the last quarter of the year 2008.

### Sultan Sa Barongis, Maguindanao

A consultant was finally deployed to the municipality in February. Initial observations made by the consultant are the following:

- No Training and Development Plan exist for personnel.
- The Merit Selection Plan and the Performance Management System-Office. Performance Evaluation System (PMS-OPES) is not operational.
- Reformulation of Job Description required for the different position levels.

The conduct of first workshop was held on March 17-19, 2009 with 29 participants coming from different departments. The workshop allowed the municipal employees to identify issues and concerns relative to their human resource management and determine the areas to be included in the HRM plan. Four working teams were formed, each team volunteered to work on one or two HRM areas. Prior to this, a perception survey was conducted for all municipal employees to get baseline information on employees' work-related concern. Currently, the municipality is also in the process of completing the first draft of their human resource management plan.

#### Magpet, Cotabato

The decision to develop an HRM plan was a result of a consensus building conducted by the project in November 2008. This was validated during the initial visit and interviews conducted by the consultant. Initial observations on the human resource management of the municipality are as follows:

- The municipality has adapted the Personnel Mechanism espoused by the Civil Service Commission, though not all of them are operational.
- Training and development of personnel is on per invitation basis. An HRM plan would rationalize all training and development activities of Magpet.
- The Merit Section Plan is not fully operational.
- Except for the HRM area on Training and Development and Reformulation of Job Descriptions, the other HRM areas have been drafted. However no information dissemination has been done on these except for the Performance Evaluation System (PES) which is already implemented by the municipal government.

To develop the HRM Plan, a series of workshop will have to be conducted. During the reporting period, the first workshop was conducted to identify issues and concerns on human resource management, and determine areas needed to be included in the HRM plan. The workshop also allowed the participants to verbalize the issues and concerns prevailing in the municipality which they hope could be addressed through the HRM Plan. Fifteen participants coming from different departments attended the workshop, which also constitutes the working teams. Three working teams were formed with each team working on two HRM areas.

#### Pigcawayan, Cotabato

The municipality selected HRM as the area for TAG3 technical assistance because of its desire to see some positive changes in the work attitude of the municipal employees. In addition, the State of Local Governance Report (SLGR) for 2007 for the municipality indicated that one of the priority attention areas is the assessment of employee productivity through a Performance Management System and the identification of personnel capabilities. During the initial visit and interviews made by the project consultant, the following information was gathered:

- The municipal government has existing personnel mechanisms, such as Merit Promotion Plan, Rewards and Incentives (PRAISE), and Grievance Machinery. However, these are the pro-forma types that have been copied directly from the model provided by the Civil Service Commission. Also, these mechanisms are practically non-operational.
- Performance evaluation is done simply for compliance purposes and there are no concrete bases for the evaluation of performance of employees, even as majority of employees get “Very Satisfactory” ratings.
- There are no Job Descriptions for specific positions, except the listing of functions attached to the Personal Data Forms of each individual employee.
- While the technical assistance will primarily focus on the formulation of an HRD plan for the municipal government, it might also be wise to consider the conduct of at least one Public Service Ethics and Accountability training, and one seminar on Basic Customer Service Skills will be conducted in order to address the need for improving the work ethic of the personnel.

Moreover the result of the perception survey revealed the following issues raised by municipal employees:

- There is a need to conduct a refresher course on employee’s ethical behavior.
- Proper information dissemination of matters relating to personnel actions.
- Proliferation of unfunded positions.
- Lack of rewards for deserving employees
- No hazard pay for field personnel
- No training for technical staff
- No training for department heads
- “Very Satisfactory” rating for everybody to avail of Productivity Incentive Bonus

Following the initial consultations made, a perception survey was administered to all municipal employees to get baseline information on employee’s work-related concerns and job satisfaction. The writeshop on HRP plan was also conducted to start the drafting of the HRM plan. Only one Sangguniang Bayan (SB) member was able to attend the writeshop. However, the HRM Officer promised that he will try his best to ensure the attendance of more SB members in the succeeding writeshop sessions. The involvement of the SB members will be crucial in the adoption of the HRD Plan before it gets implemented by the local government.

#### *Isulan, Sultan Kudarat*

The initial field visit to the municipality was conducted on February 18- 19, 2009. The consultant had a chance to meet with the Municipal Administrator on behalf of the Local Chief Executive, who had an urgent trip at the time of the visit, even as the field visit was set weeks ahead. The Acting Municipal Planning and Development Coordinator and the Focal Person for the Project were also present at the meeting.

During the initial field visit, the consultant validated the chosen reform agenda by looking at some baseline data that will support the choice, and by conducting a workshop attended by the department heads of the municipal government. Documents in support of the choice for seeking technical assistance to formulate an HRM PLAN for the municipality such as the Annual Investment Plan was also gathered, which revealed the following information:

- Low rating for the percentage of plantilla participating in Human Resource Development activities.
- Low rating for local-government initiated staff development activities.

In addition, the Local Governance Performance Management System (LGPMS) of DILG also identified the area of human resource management as one of the weakest service area of the municipal government.

A meeting with the department heads and other technical personnel was conducted on the second day of the field visit. Discussed during the meeting were the following: scope of the technical assistance and the tentative schedule for the different activities was drawn up, taking into consideration the availability of the municipal government personnel who will be involved in the project. On the third day, a workshop to surface the human resource management-related concerns of the municipal employees was conducted.

Below are the HRM concerns identified by the three groups:

- No training and development programs for employees.
- No gratuity assistance for retirees.
- Inadequate implementation of the provisions of the PRAISE.
- Lack of Orientation training for members of the Personnel Selection Board (PSB)
- Selective promotion.
- Discretionary power of the appointing authority.
- Defective organizational structure.
- There is a need to improve work attitude of employees as manifested by the following:
  - Lack of discipline
  - Lack of respect
  - Habitual tardiness
  - Lack of focus in one's work
- There is duplication of functions.
- There is a need to enhance technical skills to improve job performance.
- Creation of Committee to focus on merit promotion of personnel
- Big gap in the salary of Head of Office and the next-in-rank
- Inequality of benefits across positions; i.e., health personnel vs. other municipal personnel.

After all the issues were discussed, participants were divided into six groups representing the different areas of human resource management, namely:

1. Recruitment, Selection, and Promotion
2. Training and Development
3. Performance Evaluation
4. Grievance Machinery
5. Rewards and Incentives
6. Formulation of Job Descriptions

Participants to these six groups were formed into task forces that will work on the identified HRM areas. Currently, the different task forces are on the process of completing the first draft of the HRM area they are working on.

### **Real Property Tax Administration**

As reported during the last quarter, 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 just engaged the services of the real property tax administration expert who will be providing the trainings on these two municipalities. The first set of trainings which is on Property Identification and Tax Mapping will be conducted on March 31-April 4, 2009. Eight technical staff from each municipality will attend the training. These staff will be coming from the Assessor's and Treasurer's Office.

<b>Province</b>	<b>Municipalities</b>	<b>Status</b>
Lanao Norte	Tangcal	Ongoing
Lanao del Sur	Kapatagan	Ongoing

### **Barangay Planning and Budgeting**

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

Province	Municipalities	Status
Sulu	Panamao	Ongoing
	Patikul	Ongoing

As of this reporting period, BMWFPD has already completed the Training of Trainers for Facilitation, Documentation, and conduct of Participatory Rapid Appraisal and Planning and Budgeting at the barangay level. Twenty three participants have attended the training 10 each from the municipalities of Patikul and Panamao and three from MIRD.

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

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

Province	Municipalities	Status
Maguindanao	South Upi	Ongoing

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

#### **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 2nd Quarter Fiscal Year 2009.**

*Butuan City*

A resolution for the creation of the Butuan City Investment Promotion Center has been presented and discussed at the City Council, and is now with the Office of the Mayor for review. The Butuan City Chamber of Commerce will do the follow up and lobby for the approval of the resolution. The chamber also plans to draft a resolution for a seat in the Local Investment Board so that they can actively be involved in the Investment Promotion Center.

*General Santos City*

The Mayor agreed to support the suggestion of the CCTAG to set up an urban plan for the city. The following are expected to be done by 2010:

- Comprehensive City Development Plan
- City Shelter Plan
- Local Development Investment Plan
- Zoning Ordinances
- City Land Use Plan

The coalition also requested for the intervention of MCTAG regarding the Land Transportation Franchising and Regulatory Board (LTFRB)'s imposition of fines to local businessmen for trucks going outside the city. The fines are reportedly for travelling without proper permits. According to LTFRB, the issue must be brought to the Land Transportation Office (LTO), since LTO is the implementing agency. As an initial step, the City Chamber of Commerce set up a meeting between the LTFRB, the LTO, and the Traffic Management Group (TMG) in order to clarify the issue, but the issue was not resolved. The City Chamber of Commerce then sought the assistance from the City Mayor to endorse the matter to LTFRB and LTO, and had solicited the assistance of Congresswoman Antonino who promised to follow the matter up with the concerned agencies.

*Island Garden City of Samal*

The CCTAG in the Island Garden City of Samal plans to resolve the issue around the water code, power, and collection of the environmental users' fee (EUF), with the end view of alleviating poverty and ensuring the Samal island's long-term sustainability. The group added that both the city government and its private sector partners need to speak a common

language of development, which explains why the CCTAG plan has a strong bias to resolve local governance concerns. Unfortunately, the group hasn't met since January to implement their action plans due conflict of schedules.

#### Iligan City

The CCTAG meeting held on March 17, 2009 came up with new sets of agenda which includes: 1) crafting a monitoring system in the implementation of the Barangay Development Investment Plan (BIDP), 2) amendment of the current Investment Code, 3) improvement of the drainage system in the city, and 4) establishment of a Government Center. The City Mayor had already allotted a budget for the development of each barangay. The coalition prioritized to monitor the implementation of Barangay Development Plans. The civil society member of the CCTAG was tasked to gather the BIDP from each barangay, and all other relevant data to examine how far the barangays have implemented their plans. In addition, the Iligan Chamber was also actively involved in the amendment of the City Investment Code, as part of the advocacy of the CCTAG.

#### Malaybalay City

The Malaybalay CCTAG will push for the full computerization of the Business Permit and Licensing System (BPLS) of the city government. The city government is currently implementing a GIS-based computerization project which envisions to include all services of the city government. The coalition also continues to advocate for the eventual institutionalization of the envisioned TAG tripartism that will strengthen business and civil society participation in local governance.

#### Oroquieta City

The Oroquieta CCTAG core group is planning to conduct a Sustainability Forum and Reorganizational meeting to elect officers, revisit their vision and mission, come up with plans and proposals, and reorient all the partners about the coalition in April. It has also extended its partnership with other groups such as the Misamis Occidental Chamber of Commerce and Industry (MOCI) which will assist the CCTAG in setting up the "Oroquieta City Employment and Business Assistance Center," one of the envisioned projects of the CCTAG.

#### Panabo City

The Panabo CCTAG together with various department heads from the City Government and the MinBC TAG Project Team had a benchmarking visit to Naga City on February 18-19, 2009.

Sixteen individuals, led by Councilor Alan Piedad went to Naga City to learn how the city was able to address the problems of peace and order, housing and solid waste management, and find out how their Investment Promotion and Tourism office works.

The following are some of the learnings from the benchmarking visit:

- Peace and Order – the city’s response to the lack of law enforcement officers is to utilize volunteers to respond to basic services of the citizens, specifically in traffic management and public safety.
- Investment Promotion – the city is very transparent in dealing with investors, shielding them from corruption. They have an active private sector or People’s Council which includes about 100 Non-Government Organizations as members and has a representation in the City Council and in the special bodies.

The CCTAG plans to replicate these learning upon presentation to the Mayor.

During their February 25 meeting, the Coalition reported updates on various agenda such as; peace and order wherein there is lack of collaboration between the Philippine National Police and the Civil Security Unit. The Radio Network is helping the city government’s public safety unit, while PaRaComNet helps in traffic management.

On March 04, 2009, The Panabo CCTAG officers visited the municipality of Sto. Tomas in Davao del Norte to observe and study the solid waste management program and see how the municipality’s program can be replicated in Panabo.

#### Surigao City

Surigao’s main challenge is ensuring the rehabilitation of its natural resources for damages wrought by mining, now considered as a sunset industry in the locality owing to the global financial crisis. Claiming the city did not benefit from the billion dollars worth of extracted raw materials, their advocacy is to ensure that responsible mining will bring about rehabilitation of the mined areas and the city’s transition towards an agricultural and marine-based economy.

In line with this, The Land Reclassification Bill had been endorsed but currently pending at the Senate because it was tied with DENR’s National Forest Delineation Program. A letter will be submitted to the Congressman and DENR Secretary in relation to the timberland status areas of Surigao.

By April an assembly meeting was scheduled to the Federation of Urban Poor, the Home Owners Association, their City and the Provincial Leaders for the investment prioritization workshop. In addition, the drafting of the Surigao City Citizen’s Charter for which the CCTAG has actively participated is now being review by various departments and offices of the city.

#### Tacurong City

A workshop on Implementing Rules and Regulations was held on February 11-12, 2009. The objective of the workshop was to enhance the knowledge of the participants in

formulating IRRs and membership to special bodies. Thirty-eight participants coming from the city government, business sector, and civil society organizations attended the workshop. The activities resulted in the drafting of Implementing Rules and Regulation on the following ordinances:

- Prohibiting minors from playing computer and internet-based games and watching movies during school hours.
- Regulating the employment of Guest Relation Officers (GRO), waitresses, and singers in Tacurong City.
- Prohibiting the operations of video games.
- Banning the use of colored light bulbs, colored plastics and installation of colored canopies in the market stall in the public market.
- Regulating the operations of karaoke bars and the like in residential areas in the city

These IRRs will be presented to the City Mayor for approval and adoption.

### Zamboanga City

The Zamboanga CCTAG focuses its advocacy on business permits and licensing, solid waste management, and improvements in the local transport sector. The following are updates on priority areas of the group:

The issue on the high cost of port rates in Mindanao was brought to the attention of Congresswoman Maria Isabelle G. Climaco who introduced the House Resolution No.909, a “Resolution Directing the Committee on Transportation and Communication to conduct an inquiry, in aid of Legislation, on the High Cost of Inter-Island Freight and to Review Existing Laws Relative to the Shipping Industry in the Philippines”.

A forum on the high rates of public transport with the tricycle drivers and operators is scheduled to address the high cost of fares; this is spearheaded by the Zamboanga City Chamber office and supported by the City Government.

The CCTAG is planning to conduct a survey on Business Permit and Licensing System to find out the public’s opinion on the implementation of the system.

The CCTAG will also assist in the information campaign on Solid Waste Management particularly disseminating IEC materials prepared by the City Environment Office.

The CCTAG plans to present their plans to the Mayor this April to get his support and commitment. They also see the need to partner and expand the CCTAG membership to other civil society organization to actively participate and assist in the CCTAG activities.

**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 2nd Quarter Fiscal Year 2009.**

The training on Alternative Health Care Modalities was conducted on January 18, 2009 with 21 participants who were Ayod and Oban members. These indigenous health practices benefitted the family members and neighbors of the community. Fifteen patients were treated with ventosa due to cough and body pain; 16 with "Chi" massage and 27 have undergone acupressure. This preventive treatment is now being adopted in the barangays and no one was reported to have been hospitalized.

Two community herbal nurseries were established, one in Namal within the school garden, and in Nampaling near the Barangay Health Station (BHS). Local herbs and vegetables were planted such as gabi, ampalaya, lemon grass, oregano, peppermint, lagundi, kintsay, yebabuena, etc.

Due to the success of the Four COPS project, the municipal government requested the replication of the project to far-flung barangays of the municipality out of its fund, in line with its health program in developing preventive approaches on health problems involving the community and in addressing health issues through local governance. It has also

heightened awareness of the Oban council on their role to build a healthy community. Additional activities which have yet to be implemented are the following:

- Skills in computing the Last Menstruation Period (LMP) and Expected Date of Confinement (EDC) for all Oban and Ayod members so that they can track the progress or record of pregnant women in their villages.
- Monthly weight reports of 0-24 months children to be submitted on the 15<sup>th</sup> of every month.
- Schedule maternal health classes on alternative health care modalities and reproductive health by April, starting from the farthest sitio (Nankatengey).
- Request CORDNET to purchase medicinal plant that can withstand the climate and training supplies for the mother class.

#### **F. Books for Asia (Mindanao).**

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

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

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

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

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

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

##### **c) Accomplishments for 2nd Quarter Fiscal Year 2009.**

A total of 9,489 books were distributed to day care centers, public libraries, schools, colleges, universities, and other institutions all over the Mindanao from January to March 2009. Since October 01, 2007 to March 31, 2009, a total of 71,154 books were distributed in Mindanao.

Books for Asia in Mindanao Distribution (January 01 – March 31, 2009).

January 01 to March 31, 2009		REGION						TOTAL
		IX	X	XI	XII	ARMM	CARAGA	
Elementary	Public	400	100	870	500		1650	3520
	Private	0	0	50	0	219	0	269
Secondary	Public	0	0	169	300	80	0	549
	Private	0	0	152	0	90	0	242
Colleges & Universities	Public	81	0	78	300	0	240	699
	Private	75	121	409	413	881	110	2009
Non- Academic	Public	75	0	60	0	105	0	240
	Private	0	0	41	0	170	0	211
	DCC	0	0	1750	0	0	0	1750
Total		631	221	3579	1513	1545	2000	<b>9,489</b>

Books for Asia in Mindanao Distribution (October 01, 2007 – March 31, 2009).

Oct. 2007 to Sep. 2008		REGION						TOTAL
		IX	X	XI	XII	ARMM	CARAGA	
Elementary	Public	735	1,385	20,100	11,450	3,895	3,250	40,815
	Private	0	65	44	3,530	1,450	0	5,089
Secondary	Public	265	365	3,029	880	805	60	5,404
	Private	75	110	321	1,025	340	0	1,871
Colleges & Universities	Public	375	418	284	461	55	182	1,775
	Private	626	1,170	2,076	1,190	878	435	6,375
Non- Academic	Public	1,715	1,090	1,311	720	435	385	5,656
	Private	163	0	526	165	260	0	1,114
	Day Care	50	1,400	1,605	0	0	0	3,055
Total		4,004	6,003	29,296	19,421	8,118	4,312	<b>71,154</b>

**Attachment A: Activity Log**

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

**BREAKDOWN OF PARTICIPANTS PER ACTIVITY**  
**January – March 31, 2009**

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
January 7	Project Team Meeting	Mindanao Business Council	Davao City	Project Staff of MinBC	2	2	0	4
January 9	Meeting with Tacurong CCTAG	Mindanao Business Council	Punta del Sol Beach Resort, IGaCos	Members of the Civil Society, Business Sector and Project Team	4	1	0	5
January 9	Meeting with the Mayor and Technical Working Group	TAF	Municipal Hall, Midsayap	LCE and members of the TWG	3	4	0	7
January 14	Meeting with Panabo CCTAG	Mindanao Business Council	Cara's Haven, Panabo City	Members of the Civil Society, Business and Government sectors	2	2	0	4
January 14	Project Team meeting with MinBC for Power Summit	Mindanao Business Council	MinBC office, Davao City	Project staff and Executive Director of MinBC	2	2	0	4
January 15	Technical Working Team Meeting	TAF	SB Session Hall, Piñan, Zamboanga del Norte	Members of the Technical Working Group	1	8	0	9
January 18	Training of Alternative Health Care Modalities	Cordillera Network of Development NGOs and POs	Barangay Nampaling, Asipulo, Ifugao	Members of Ayod and Oban council	8	13	0	21
January 19	Project Team meeting with General Santos CCTAG	Mindanao Business Council	General Santos Chamber of Commerce Office, General Santos	Member of the Business, Government sector and Project staff	1	2	0	3

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					
January 20	Training of Raters / Writeshop of Human Resource Development Plan Formulation	TAF	Conference Room, City Mayor's Office, Surigao City	Department Heads and government employees	14	18	0	32
January 21	Meeting with Municipal officials on process documentation on Business Permits and Licensing System	TAF	SB Session Hall, Leon Postigo, Zamboanaga del Norte	Members of the Technical Working Group	0	5	4	1
January 21-22	Capacity Building Seminar on Skills and Competencies in Investment Promotion	TAF	Mayor's Conference Room, Dipolog City	Department Heads and TAG Focal Person	6	6	0	12
January 22	Meeting with the members of Mobile Renewal Team	TAF	Tungawan, Zamboanga Sibugay	Members of the Technical Working Group	0	3	0	3
January 22	Project Team Meeting with the Regional Director of DILG XI	Mindanao Business Council	Regional Director's Office, DILG-XI, Davao City	Regional Director and Project Team members	2	1	0	3
January 23	Project Team Meeting with Tacurong CCTAG	Mindanao Business Council	City Hall, Tacurong City	Members of the civil society, government and business sector	4	2	0	6
January 23	Supplementary Training on the use of GIS for recording results of Tax Mapping on Business Establishments	TAF	Leon Postigo, Zamboanga del Norte	Members of the Technical Working Group	1	2	0	3
January 23	Meeting with the Technical Working Group	TAF	Alicia, Zamboanga Sibugay	Members of the Technical Working Group	1	2	0	3
January 26	Meeting on the implementation of service improvement plans	TAF	Baroy, Lanao del Norte	Members of the Technical Working Group	1	3	0	4

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
January 27	Meeting on the status of the case study	TAF	Kolambugan, Lanao del Norte	Members of the Technical Working Group	0	7	0	7
January 28	Presentation during the People's Time of the Oroquieta City	TAF	SP Session Hall, City Hall, Oroquieta City	Members of the Sanguniang Panglungsod	16	6	0	22
January 28	Project Team meeting with the resource person of the Tacurong workshop	Mindanao Business Council	Davao City	Resource person and members of the Project team	2	2	0	4
January 29-30	Service Vision and Service Value Workshop on PSEEAP	Maguindanao Foundation for Good Governance and Development, Inc.	Multi-Purpose Hall, South Upi, Maguindanao	Government employees and SB members	24	13	10	27
February 3	Lobbying with the Tacurong City Council	Mindanao Business Council	City council, Tacurong City	Members of the civil society, government and business sector	7	4	0	11
February 3	Project Team Meeting with Surigao Focal Person	Mindanao Business Council	MinBC office, Davao City	Focal Person and project staff	2	1	0	3
February 4	Panabo CCTAG Organizational Meeting	Mindanao Business Council	City Hall, Panabo City	Members of the civil society, government and business sector	11	11	1	21
February 4-6	Establishment of Herbal Nursery	Cordillera Network of Development NGOs and POs	Barangay Nampaling, Asipulo, Ifugao	Members of Ayod and Oban council	10	15	0	25
February 9-10	Capacity Building Seminar on Skills and Competencies in Investment Promotion	TAF	Conference Room, Butuan City	Local Government employees, representatives from the national government agencies and business sector	23	29	0	52
February 9	Presentation of Initial	TAF	Peoples's Hall,	Government	22	12	0	34

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
	Agreement on Local Policy Reforms		Butuan City	Employees and members of the SP				
February 10	Writeshop on the Development of Human Resource Development Plan	TAF	Jim's Place II, Tacurong City	Department Heads and government employees	9	19	1	27
February 10	Coaching on the case study presentation	TAF	Bayog, Zamboanga del Sur	Members of the technical working group	1	2	0	3
February 11-12	Tacurong CCTAG Seminar-Workshop on Implementing Rules and Regulation	Mindanao Business Council	SMIT, Tacurong City	Members of the civil society, government and business sector	27	13	1	39
February 11-13	Establishment of herbal nursery	Cordillera Network of Development NGOs and POs	Barangay Namal, Asipulo, Ifugao	Members of Ayod and Oban council and school children	5	15	0	20
February 12-13	Capacity Building Seminar on Skills and Competencies in Investment Promotion	TAF	Conference room, City Hall, Panabo City	Local Government employees, representatives from the business sector	16	18	0	34
February 17	Initial Field Visit to Pigcawayan	TAF	Conference Hall, LGU-Pigcawayan	SB member and Department Heads	9	4	0	14
February 17-18	Capacity Building Seminar on Skills and Competencies in Investment Promotion	TAF	HRMO Training Room, City Hall, Iligan City	Department Heads and government employees	10	11	0	21
February 17-19	Service Improvement Training on Business Permit and Licensing System	TAF	City Hall, Lamitan City	Members of the technical working group	4	2	2	4
February 18-19	Sharing Session on the Management of Economic Enterprise	TAF	Rajah Park Hotel, Cebu City	Mayors, Vice Mayors, SB members, TAG focal person and members of the TWG	25	17	3	39

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
February 18-19	Workshop on the Standardization of Guidelines as Inputs into the Proposed Citizens Charter	TAF	Surigao City Cultural Center, Surigao City	Department heads and government employees	17	23	0	40
February 19	Orientation Briefing on TAG3 HRD Formulation	TAF	Conference Room, Municipality of Isulan	Department heads and government employees	5	9	1	13
February 23-26	Conduct of Workshop 1- Development of a Human Resource Management Plan	TAF	Municipal Hall, Magpet, Cotabato	Government employees and SB members	3	12	0	15
February 25-26	Sharing Session on Business Permits and Licensing System	TAF	Rajah Park Hotel, Cebu City	Mayors, Vice Mayors, SB members, TAG focal person and members of the TWG	39	33	15	57
February 26	Meeting with BMC on the Status of Action Plans and Final Output	TAF	Conference Room, Butuan Medical Center, Butuan City	Department Heads, Nurses, Med Techs, Social Worker, Pharmacist, TAG Focal Person	2	15	0	17
February 26-27	Conduct of Service Audit Workshop on PSEEAP	Maguindanao Foundation for Good Governance and Development, Inc.	Multi-Purpose Hall, South Upi, Maguindanao	Government employees and SB members	12	13	10	15
March 3	Iligan City Department Heads Meeting	TAF	Cabigon Hall, Iligan City	Department Heads and government employees	7	9	0	16
March 3	Multi-Stakeholders Meeting/Ketteguan Quarterly Meeting	Cordillera Network of Development NGOs and POs	Municipal Hall, Asipulo, Ifugao	Barangay kagawads, Ketteguan members and representative from LGU and CORDNET	11	10	0	21

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
March 4	Presentation of recommendations to OCA, CEEDO and CCDO	TAF	Mayor's Conference Room, City Hall, Oroquieta City	SP member, City Agriculturist, City coop officer, Agri-Technicians	4	1	0	5
March 4	Sanguinang Panlungsod Session	TAF	SP Session hall, Oroquieta City	SP members and government employees	17	2	1	18
March 4-6	Capability Building Seminar on Introduction of the Basic Functions of Investment Promotion	TAF	HRMO training room, City Hall, Iligan City	Department heads and city government employees	9	7	0	16
March 10	Writeshop on the Formulation of Human Resource Development Plan	TAF	City Mayor's Office, Conference Room, Dipolog City	Department heads and city government employees	3	8	0	11
March 11-12	Strategic Planning Workshop for the Public Economic Enterprise	TAF	Municipal Hall, Piñan, Zamboanga del Norte	Mayor, SB members, government employees, PNP and representative from the market and transport sector	10	15	0	25
March 11-13	Capability Building Seminar on Introduction of the Basic Functions of Investment Promotion	TAF	Conference Room, City Hall, Panabo City	Department heads and city government employees	13	15	0	28
March 12	Meeting with members of the Tacurong City Investment Promotion and Incentives Administration Board	TAF	Conference Room, City Mayor's Office, Tacurong City	Vice Mayor, SP member, government employees and representatives from the business sector	11	2	0	13
March 12-13	Basic Customer Service	Maguindanao	Multi-Purpose	Government	11	12	8	15

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Skills on PSEEAP	Foundation for Good Governance and Development, Inc.	Hall, South Upi, Maguindanao	employees and SB members				
March 17	Writeshop on the Formulation of Human Resource Development Plan	TAF	Rhovic's Place, Oroquieta City	Department heads and city government employees	14	16	0	30
March 17-19	Conduct of Workshop 1- Development of a Human Resource Management Plan	TAF	Municipal Hall, Sultan Sa Barongis	Department Heads and government employees	18	11	29	0
March 18-20	Capability Building Seminar on Introduction of the Basic Functions of Investment Promotion	TAF	Mayor's Conference Room, City Hall, Dipolog City	Department Heads and government employees	7	5	0	12
March 19	Butuan City Investment Board Meeting	TAF	Luciana Inn, Butuan City	Representatives from the government and business sector	15	5	0	20
March 19	Initial Visit and TAG Briefing on Economic Enterprise	TAF	Municipal Hall, Kabacan	Mayor, SB members and government employees	11	6	3	14
March 19	Initial Visit and TAG Briefing on Economic Enterprise	TAF	SB Session Hall, Pikit, Cotabato	SB members and government employees	10	2	3	9
March 19-20	Service Improvement Workshop on PSEEAP	Maguindanao Foundation for Good Governance and Development, Inc.	Multi-Purpose Hall, South Upi, Maguindanao	Government employees and SB members	17	21	15	23
March 20	Orientation meeting	TAF	Municipal Hall, Kabacan	Department Heads and government employees	2	7	0	9
March 20	Convergence Planning Workshop of CDC and	TAF	City Administrator's	Representatives from the civil	8	12	0	20

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
	TIDD		Conference Room, Butuan City	society, government and business sector				
March 23	Writeshop on the Formulation of Human Resource Development Plan	TAF	3/F, Function Room, City Hall, Panabo City	SP Member, Department Heads and city government employees	5	16	1	20
March 24	Initial Visit and TAG Briefing on Economic Enterprise	TAF	Municipal Hall, Ipil, Zamboanga Sibugay	Mayor, SB members and government employees	12	4	0	16
March 25-27	Capability Building Seminar on Introduction of the Basic Functions of Investment Promotion	TAF	Conference Room, City Hall, Butuan City	Department Heads and government employees	15	12	0	27
March 26	Training of Raters Course	TAF	SB Session Hall,	Department Heads and government employees	7	13	1	19
<b>Total</b>					<b>590</b>	<b>594</b>	<b>109</b>	<b>1,075</b>