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**TAG4: LOCAL GOVERNANCE IN MINDANAO**

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**Annual Report FY2011**  
October 1, 2010 to September 30, 2011  
(Cooperative Agreement No. AID 492-A-00-09-00031-00)

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Submitted by



**The Asia Foundation**

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November 6, 2011

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## Acronyms

ARMM	Autonomous Region in Muslim Mindanao
BMFI	Balay Mindanaw Foundation Inc.
DILG	Department of Interior and Local Government
GPMI	Galling Pook Foundation Inc.
LCP	League of Cities of the Philippines
LGA	Local Government Academy
LMP	League of Municipalities of the Philippines
LoGoTRI-PhilNet	Local Governance Training and Research Institutes
LRI	Local Resource Institution
MDC	Mayors Development Center
MinBC	Mindanao Business Council
MinCODE	Mindano Coalition of Development NGO Networks
MinDA	Mindanao Development Authority
NGOs	Non-Government Organization
RFA	Rapid Field Appraisal
TAG	Transparent Accountable Governance
TWC	Technical Working Committee
USAID	United States Agency for International Development

## **I. Introduction**

This report covers the accomplishments of The Transparent Accountable Governance (TAG4): Local Governance in Mindanao Project from October 1, 2010 to September 30, 2011.

TAG is supported by the United States Agency for International Development (USAID) under Cooperative Agreement No. AID 492-A-00-09-00031-00 and implemented by The Asia Foundation (the Foundation). TAG4 runs from October 1, 2009 to September, 30 2012. The project specifically aims to: 1) strengthen local government institutional linkages and capacity for policy reform through data generation, information sharing, and policy dialogue; and 2) improve the quality of local governance for sustained peace and development in Mindanao.

To accomplish these objectives, the Foundation works with local governments, civil society, national government agencies, and other local governance stakeholders. The collaboration focuses on improving governance, making local environments more conducive to restoring peace and order, and addressing poverty.

The approach of the project is through technical assistance, education and training, advocacy efforts, sharing of good practices, information dissemination, and policy discussions involving multiple stakeholders.

Activities during the life of the project include:

- A Rapid Field Appraisal to assess results of decentralization in Philippine local governments;
- Policy fora to discuss issues affecting local governments and to disseminate exemplary practices in local governance;
- Organizational strengthening of the secretariats of the Leagues of Local Governments (LCP and LMP);
- Support to Galing Pook Foundation, Inc. to strengthen their administrative capacity and to undertake a separate awards program for local governments in the Autonomous Region in Muslim Mindanao.
- Direct technical assistance to Mindanao local governments to improve their capacity and the quality of local services;
- Local government budget monitoring by civil society in Mindanao;
- Setting up the peer-based accreditation process for local resource training institutions providing trainings to local governments;
- Books distribution to Mindanao-based educational institutions through The Asia Foundation's Book for Asia program.

In implementing the various project activities, the Foundation engages the expertise of non-government organizations as well as individual experts familiar with local governance issues in Mindanao. Working with them ensures the immediate start-up of activities, the generation

of counterpart resources to ensure success, and a high rate of sustainability for project activities.

The Foundation adopts a *demand-driven* and *assisted self-reliance* approach in providing technical assistance to local governments. The project only works with local governments interested in the reform process – those that have political leaders who support the program and demonstrate a commitment to partner with, and involve civil society groups in undertaking the reforms. They should also be willing to involve other stakeholders in the reforms and to provide counterpart contributions for project-related activities.

The technical assistance provided to local governments enrolled in the project revolves around the themes of fiscal responsibility, transparency and accountability, and service delivery.

This FY11 Annual Report is different from FY10 such that project components that were completed as of September 30, 2011 are already written like an end of the project report. These components are: i) Rapid Field Appraisal of Decentralization, ii) ARMM Awards and Replication of Good Governance Practices in ARMM, iii) Strengthening of LCP and LMP Secretariat, and iv) Books for Asia (in Mindanao). One component, the Peer-based Assessment and Accreditation of Local Governance Training Programs which the Foundation supported in through a sub-grant agreement with the Local Governance Training and Research Institute Network of the Philippines (LoGoTRIPhilNet) has ended but was not fully completed because of the slow response rate of local resource institutions applying for the accreditation of their training programs. With these, the only continuing activities for fiscal year 20112 are: i) policy fora, ii) technical assistance to local governments, and iii) budget tracking.

## II. Project Accomplishments

### **Objective 1: To strengthen local governments' institutional linkages and capacity for policy reform through data generation, information sharing, and policy dialogue.**

*Activity 1.1: Conduct of Rapid Field Appraisal (RFA) to assess results of decentralization in Philippine local governments.*

#### Specific Objective/s.

1. To measure and assess the result of decentralization and devolution across the nation, not only in local governments but also in the country in general. Areas of focus are poverty reduction, contribution to economic growth, progress in the countryside, and quality of public services.
2. To learn from the experiences of donor programs to guide future local governance programming, as well as discern benchmarks and processes for assistance in local governments.
3. To use the findings from the study as a tool for initiating policy recommendations and dialogue around important local governance and decentralization issues, and for

clarifying policy debates needed by key actors, including the leagues of local governments, to facilitate immediate action.

4. To help identify the substance of specific activities under the three broad project categories of transparency and accountability, fiscal responsibility, and service delivery improvements that could be provided to the participating local governments.

Description of Activity.

The 11<sup>th</sup> Rapid Field Appraisal of Decentralization tracked the results of decentralization 20 years after the passage of the Local Government Code of 1991. It was conducted in 15 regions of the country (with the exception of national capital region), and had a sample size of 177 local governments (45 provinces, 26 cities and 106 municipalities). The Asia Foundation hired regional experts who conducted key informant interviews (KII) and focused group discussions (FGD) with government and non-government organizations, reviewed secondary data, and conducted ocular visits to service facilities such as health centers to validate stories on the field. The 11<sup>th</sup> RFA used the following performance areas as basis for tracking the results of decentralization 20 years after the Local Government Code:

General Areas	Specific Areas
<b>Local Governance and Administration</b>	<ol style="list-style-type: none"> <li>1. Local legislation</li> <li>2. Transparency</li> <li>3. Citizen participation</li> <li>4. Development planning</li> <li>5. Resource generation</li> <li>6. Resource allocation and utilization</li> <li>7. Financial accountability</li> <li>8. Customer service</li> <li>9. Human resource management</li> <li>10. Networking and linkage</li> </ol>
<b>Health and Social Services</b>	<ol style="list-style-type: none"> <li>1. Health</li> <li>2. Nutrition</li> <li>3. Education</li> <li>4. Social Welfare</li> <li>5. Housing and Basic Utilities</li> <li>6. Peace and Security</li> <li>7. Disaster Preparedness</li> </ol>
<b>Local Economic Development and Agriculture</b>	<ol style="list-style-type: none"> <li>1. Revenue generation activities</li> <li>2. Support facilities</li> <li>3. Programs and projects to promote agriculture, fisheries, tourism promotion</li> <li>4. National –local, public-private partnerships</li> </ol>
<b>Environment Management</b>	<ol style="list-style-type: none"> <li>1. Urban management</li> <li>2. Coastal management</li> <li>3. Forestry and upland ecosystems</li> </ol>

## Summary of Accomplishments.

- February 18, 2010. Consultative workshop with decentralization stakeholders (i.e., government agencies, leagues of local governments, non-government organizations, academe, the private sector, and development partners) to decide on issues to be covered by the RFA, and for the stakeholders to agree on the parameters of the appraisal. The following general areas were selected for study: local governance and administration, local economic development and agriculture, health and social services, and environment management.
- February 19-20, 2010. Regional experts had a two-day workshop to design the questions and decide on the data to collect.
- February 22 to end of May 2010. Regional experts conducted field research in 177 local governments. From each local government, regional experts interviewed 15-25 people from government and non-government organizations.
- May 6-7, 2010. Synthesis workshop to come up with key findings and key recommendations across the country, taking note of the trends and patterns on local governance practices. The Foundation also took the occasion as an opportunity to discuss with experts the needed improvements in the content of their individual reports.
- August 12, 2010. National presentation of the RFA results. The event was attended by representatives of various national government agencies, congressmen, local government leagues, development partners, academe, and civil society organizations.
- In the production of the report, the Foundation hired consultants to do copy-editing, proofreading, and lay-outing of the report, which is composed of 15 regional reports and synopsis.
- July 2011. Copy of the RFA report was submitted to USAID for approval, together with a distribution list that included key national government agencies, leagues of local government, academe, development partners, and non-government organizations.
- One hundred copies of the RFA publication and 100 CDs were produced for distribution in time for the 20<sup>th</sup> anniversary of the Local Government Code on October 10, 2011. The electronic copy of the RFA is also available at The Asia Foundation website: <http://asiafoundation.org/publications/index.php?q=&searchType=country&country=16>.
- In June 2011, the Foundation discussed with the Department of the Interior and Local Government (DILG) and the Social Weather Stations (SWS) the conduct of the 2011 National Comparative Survey on Good Local Governance. The 2011 survey is a follow on to the 2009 survey (supported by the Foundation using its own resources). The survey focuses on citizen perception of the quality of local government services, trust rating of local officials, public-private partnerships, citizen participation, the Full Disclosure Policy, Citizen's Charter, and citizen perception of the DILG. The Foundation provided a sub-grant to the SWS to conduct the survey nationwide (with the exception of National Capital Region) with a sample size of 1,500.
- One thousand five hundred copies of the survey report will be distributed for distribution to national government agencies, policymakers, local governments, and CSO partners on October 10, 2011 during the 20<sup>th</sup> Anniversary of the Local Government Code.
- Please refer to Annex A for the results of 2011 SWS Survey on Good Local Governance.

Status of Activities according to timeframe.

<b>Sub-activities</b>	<b>Timeframe</b>	<b>Status</b>
<i>1.1: Conduct of Rapid Field Appraisal to measure the impact of decentralization to Philippine local governments</i>	Jan –Sept 2010	
1.1.1 Hiring of field consultants	Jan. 2010	Completed
1.1.2: Consultations to design the scope of the study	Jan. 2010	Completed
1.1.2: Field data gathering	Feb-Mar 2010	Completed
1.1.3: Data Analysis and consolidation	April- May 2010	Completed
1.1.4: Regional Report Writing	May-mid June 2010	Completed
1.1.5: Synthesis Report Writing	June-mid July 2010	Completed
1.1.6: National presentation of results	August 2010	Completed
1.1.7: Publication of report	August-Sept 2010	Completed in September 2011

Implementation Challenges.

- Difficulty in gathering data and setting up interview appointments with local officials. The fieldwork was conducted from February to May, which was height of 2010 national elections.
- Local governments do not readily share their records, especially the financial reports. Release of such usually required approval from the local chief executive.
- Half of the local governments interviewed have problems with records and file management. Regional experts needed to visit the local governments twice because records could not be immediately located. This affected the analysis and report writing of the consultants, and consequently the timely submission of their reports.
- It took more days than expected to copy-edit, proofread, and lay-out the regional reports because of the total number of pages (600 pages).

Output of the Activity.

1. Publication of the 11<sup>th</sup> Rapid Field Appraisal of Decentralization

*Activity 1.2: Policy fora and dissemination of exemplary practices in local governance.*

Specific Objective/s.

1. To improve the institutional linkage between national government agencies and local government units.



2. To capture, recognize and promote good local governance practices in ARMM through an awards program that will inspire the exemplary performance among local governments in the region.

This specific project component has two activities under it, namely: 1) Policy Fora, and 2) ARMM Awards and Replication of Good Governance Practices in ARMM. The former is a continuing activity until FY12, while the latter ended on June 30, 2011.

### *1.2.1. Policy Fora.*

#### Description of Activity.

Policy fora and conferences are effective methods for discussing issues and disseminating good local governance practices and innovation among leagues of local governments, national government agencies and donor projects. The Foundation through the TAG project supports the conduct of policy fora first, to provide a medium whereby local governments and national government agencies are able to discuss issues or concerns surrounding devolved services, as well implementation of national laws with implications on local governments and their ability to implement such law, and secondly to provide the environment that facilitates agreements and immediate resolution of these concerns.

#### Accomplishments for FY 2011.

- In partnership with the Philippine Consortium on Good Local Governance (PCGLG) and leagues of local government (Union of Local Authorities of the Philippines, League of Provinces of the Philippines, Vice Governors' League of the Philippines, League of Cities of the Philippines, League of Municipalities of the Philippines, and Philippine Councilors League), the Foundation conducted the first policy forum on December 14, 2010 in Makati City. The forum, themed, "Determining the Way Forward: Addressing the Issue of Recentralizing Devolved Services" discussed the topic on recentralization of devolved services because of pronouncements and bills filed in the 15<sup>th</sup> Congress reverting to the national government some of devolved services such as agriculture and health, and assessed the impact of decentralization on the four major sectors - agriculture, health, social services, and environment, through roundtable discussions and workshops. There was general consensus that outright recentralization is not an appropriate response to the flaws of decentralization and underperformance of local governments in the delivery of devolved services.
- On March 4, 2011, the Foundation, in partnership with the DILG-ARMM, held in Cebu City the Leaders' Forum on the Role of Local Governments in Promoting Peace in ARMM participated in by local officials – 50 mayors and 35 vice mayors – from Lanao del Sur, Maguindanao, Sulu, Tawi Tawi and Basilan (copy of forum documentation was submitted as annex in TAGFY11 2<sup>nd</sup> Quarter Report).
- On May 31, 2011, the Foundation in partnership with Local Government Development Foundation (LoGoDEF) and the Philippine Consortium on Good Local Governance (PCGLG) hosted the second Policy Forum, themed, "Assessing the State of Devolved Services Part II: Dialogue with National Government Agencies." The forum established

that the push for recentralization by the central government is stronger in the sector of agriculture while representatives from the departments involved in health, social welfare, and environment all reiterated their support for continued decentralization (copy of forum documentation was submitted as annex in TAG FY11 3<sup>rd</sup> Quarter Report).

Status of Activities according to timeframe.

<b>Sub-activities</b>	<b>Timeframe</b>	<b>Status</b>
<i>1.2. Policy fora and dissemination of exemplary practices in local governance</i>	Dec. 2009-Sept. 2012	Ongoing
1.2.1. Quarterly fora (3)	June, Aug and Sept. 2010	Fora were held in Dec 2010, March 2011 and May 2011

*1.2.2. ARMM Awards and Replication of Good Governance Practices in ARMM.*

Description of Activity.

The activity was implemented in partnership with Galing Pook Foundation, Inc, from April 2010 to June 30, 2011. With TAG project support, the Galing Pook Foundation recognized good local governance practices and exemplary performance of local governments in the Autonomous Region of Muslim Mindanao.

Summary of Accomplishments.

- April 2010. Organized the Galing Pook Awards for ARMM project team members.
- May to June 2010. Drafted the mechanics and guidelines for the ARMM awards, designed the ARMM awards page in the Galing Pook website ([www.galingpook.org](http://www.galingpook.org)) and organized the Steering and Screening Committees for the ARMM Awards program. The Steering Committee included 1) Mr. Ansuruddin Adiong-ARMM Governor, 2) Mr. Naguib Sinarimbao- ARMM Executive Secretary, 3) Mr. Harun Alrashid Lucman-DILG-ARMM Secretary Jr., 4) Ms. Marivel Sacendoncillo- Executive Director of Local Government Academy, 5) Ms. Ria Orca of USAID, 6) Ms. Bing Bonoan of The Asia Foundation, 7) Ms. Marion Villanueva of CIDA-LGSP LED project, and 8) Dr. Rd Dorotan-Executive Director of Galing Pook Foundation, inc. The members of the Screening Committee included 1) Atty. Adel Nasser Tamano, 2) Fr. Jun Mercado, 3) Ms. Amina Rasul, 4) Ms. Yasmin Busran-Lao, and 5) Mr. Jose Deles.
- July 7, 2010. Galing Pook Foundation launched the Galing Pook Awards for ARMM in Tagaytay City during the Orientation for Newly Elected Officials by LGA-DILG.
- July to August 2010. Galing Pook Foundation with DILG ARMM disseminated the awards guidelines and entry forms to all ARMM local governments.
- September to October 15, 2011. The Screening Committee did the preliminary review of the 41 entries submitted to the Galing Pook Awards secretariat. The Committee selected 17 programs.

- October 27, 2010. Screening of 17 entries that will be included in site validation. The Screening Committee shortlisted 11 out of 17 programs for site validation.
- November 2010. Members of the Screening Committee together with Galing Pook Foundation and The Asia Foundation staff visited and validated the shortlisted programs. Of the 11 programs validated, members of the Screening Committee recommended eight programs that will be included in the final screening.
- December 6, 2010. Public presentation and panel interview of eight program finalists.
- March 17, 2011. Awarding Ceremony at the Malacanang Palace. The ceremony was well-attended with no less than President Benigno S. Aquino III giving the Keynote message and handed over the plaque of recognition to the Galing Pook finalists assisted by the most senior government officials (DILG Sec. Robredo and ARMM Acting Gov. Adiong) and Galing Pook Foundation representatives (GP BOT Chair Rafael Coscolluela and GP Awards ARMM Selection Committee Chair Amina Rasul-Bernardo). Please refer to Annex B for Galing Pook Awards for ARMM Souvenir program.
- March 2010. On site interviews and filming for the interstitials of the video documentation
- June 22, 2011. Galing Pook Foundation hosted a replication forum themed, “Scaling Up of Best Practices in ARMM” which highlighted the eight programs. Forum participants included local chief executives from ARMM municipalities, representative from civil society organizations, and select national government agency, USAID through Mr. Daniel Miller, Deputy Chief of the Office of Economic Development and Governance, and Dr. Steven Rood, Country Representative of The Asia Foundation. Galing Pook Foundation also launched the ARMM awards website (<http://galingpook-armm.org/>) and the video documentations of award-winning programs during the forum.
- June 25 -30, 2011. Video documentation of award winning programs were aired on various shows in ABS-CBN and ANC channel as advocacy and visibility campaigns for good local governance.
- Below are the list of award winning programs:

<b>Programs/LGUs</b>
1. Project Rendaw of Upi, Maguindanao
2. Sulu Area Coordinating Center of the Province of Sulu
3. Administrative and Fiscal Reforms for Local Development of the Municipality of Bongao
4. Tulay sa Kalilintad of Kapatagan, Lanao del Sur
5. Watershed Co-Management Development Program of Wao, Lanao del Sur
6. Solid Waste Management Program of Wao, Lanao del Sur
7. BISITA sa Barangay of Sultan Mastura, Maguindanao
8. SLAM Health Program for the Poor of Southwestern Liguasan Alliance of Municipalities in Maguindanao (Datu Paglas, Paglat, Gen. SK Pendatun, and Sultan sa Barongis)

- On strengthening the Galing Pook Foundation financial management system, the Foundation conducted series of meetings and discussions with GPMI financial staff to review their operating and financial procedures and help align and make these responsive to USAID requirements. The Foundation had GPMI’s finance and admin staff attended

the Grants Management Seminar conducted by The Asia Foundation in February 2010. The Seminar familiarized partners of The Asia Foundation with the Foundation's financial policies and reporting requirements, as well as the processes related to project implementation.

- March 2010. A succeeding training on QuickBooks Accounting software was conducted by The Asia Foundation specifically for GPF Finance staff.
- September 2010. At the suggestion of The Asia Foundation, GPF's Chief Financial Officer also attended the training on Financial Management of USAID/CDC Awards conducted by Center for Public Management. The training provided information to non-government organizations and contractors with information on USAID Financial and Auditing Rules.
- The Asia Foundation found GPF's policies and procedures to be satisfactory, but recommended three critical actions to strengthen further their financial system. These are: i) to develop a policy on accounting for cost sharing, ii) to update their accounting system to a higher version, and iii) to improve their chart of accounts for better tracking of expenditures.
- As of June 2011, GPF have adapted the Grant Management System manual shared by the Foundation, completed the improvements in their chart of accounts, and have purchased and installed a higher version of the QuickBooks Accounting software for easier and tracking of financial transactions.

Status of Activities according to timeframe.

Sub-activities	Timeframe	Status
<i>1.2. Policy fora and dissemination of exemplary practices in local governance</i>	Dec. 2009-Sept. 2012	Policy for a is ongoing but ARMM Awards has been completed
1.2.2. ARMM Awards and Replication of Good Governance Practices in ARMM	April 2010 to June 2011	Completed
1.2.2.1. Capacity building on financial management for Galing Pook Foundation	Sep. 2010-March 2011	Completed
1.2.2.2. Consolidate and organize key officials in the ARMM government and LGUs, and local and foreign development agencies operating and with stakes in ARMM	June 2010	Completed
1.2.2.3. Organize the Screening Committee	June-July 2010	Completed
1.2.2.4. Produce manual of operations for Promoting Innovation and Excellence in Governance in ARMM	July 2010	Completed
1.2.2.5. Launching of Galing Pook Awards for ARMM	July 2010	Completed
1.2.2.6. Dissemination of awards guidelines and call for applications	July-August 2010	Completed
1.2.2.7. First level Screening of Entries	September-	Completed

Sub-activities	Timeframe	Status
	2010	
1.2.2.8 Second level screening of Entries and shortlisting of entries for site validation	October 2010	Completed
1.2.2.9. Site visits and validation of entries	November 2010	Completed
1.2.2.10. Public presentation and final interview	December 2010	Completed
1.2.2.11. Preparation of script for video documentation	December 2010 – February 2011	Completed
1.2.2.12. Formal awarding of exemplary local governance practices in ARMM	February 2011	Completed
1.2.2.13. On site interview and shooting for the interstitials of the video documentation	March 2011	Completed
1.2.2.14. Replication forum and soft launching of the video documentation	June 2011	Completed

#### Implementation Challenges.

- The project encountered delays due to the May 2010 elections. Orientations, briefings and courtesy calls to invite local governments to submit applications for the Galing Pook Awards in ARMM happened only after the national elections.
- Mere sending of invitations to local governments to send entries was not sufficient. Galing Pook Foundation resorted to other strategies to encourage local governments in ARMM to apply. These included networking with development projects in ARMM for the listing possible programs to be included, and partnering with DILG-ARMM to disseminate information. These yielded an initial list of 41 initial programs out of 114 local governments in the region. Out of 41, only 19 have submitted complete application forms.
- First term local chief executives were not motivated to submit entries/programs initiated by their predecessor because he/she cannot fully claim the credit for such program.
- Low turn-out of participants from local governments during the replication forum on June 22, 2011 themed –Scaling up Best Practices in ARMM.” The forum coincided with the visit of President Benigno C. Aquino III in Maguindanao province, which at that time was under the state of calamity due to continuous floods. The forum was largely attended by representatives from national government agencies like the National Anti Poverty Commission, the Office of the Presidential Adviser on the Peace Process (OPAPP), as well as representatives from civil society organizations. In addition, only seven of the eight Mayors attended the event. The forum would have been a good opportunity to ignite enthusiasm among mayors to participate and send in applications for the next round of Galing Pook awards. On the other hand, according to Galing Pook Foundation, as of September 2011, the search committee for 2011 Galing Pook Awards had already received applications from five ARMM local governments programs. This somehow

proved that Galing Pook Awards for ARMM was able to encourage other local governments in the region to do well and to aspire for better performance worthy of the Galing Pook awards.

#### Outputs of the Activity.

1. Manual of operations for application and selection of programs.
2. Application and program entries to the Galing Pook Awards for ARMM
3. Souvenir program
4. Video documentation of eight winning programs.
5. Improved the chart of accounts of Galing Pook Foundation.
6. Newly-installed higher version of QuickBooks Accounting Software.

#### *Activity 1.3: Strengthening the LCP and LMP Secretariats.*

#### Specific Objective/s.

1. To harness the role of the League of Cities of the Philippines (LCP) and the League of Municipalities of the Philippines (LMP) as premier venues for discussions of issues affecting local governments.

#### Description of Activity.

The Foundation through the TAG project supported the League of Cities of the Philippines (LCP) and the League of the Municipalities of the Philippines (LMP) in the pursuit to continuously strengthen its secretariat functions. The Foundation conducted an organizational assessment of the LCP and LMP secretariats that helped define the most appropriate and responsive organizational structure corresponding to the purpose and functions of the league secretariats, assisted the league secretariats develop their respective human resource development policies (which includes personnel evaluation system and training needs assessment), and trained secretariat staff on basic customer service skills, and basic grant and financial management skills. The activity began in February 2010 and ended in August 2011.

#### Summary of Accomplishments.

- The Asia Foundation hosted a series of meetings during the early part of fiscal year 2010, with the executive directors and senior staff of both LCP and LMP to determine the secretariats' needs related to organizational development. The needs revolved around the insufficiency of staff, obsolescence of financial systems, inappropriateness of organizational structures, and lack of competence in policy review, analysis, and proposal formulation.
- February 2010. Both LMP and LCP executed a separate Memorandum of Agreement (MOA) with The Asia Foundation in the conduct of the technical assistance. The MOA signified the interest of LCP and LMP to undergo organizational development interventions to strengthen the leagues' secretariat.

- Following the signing of the Memorandum of Agreement, the Foundation engaged the services of an Organizational Development specialist to conduct an organizational diagnosis, review documents such as by-laws, organizational structures, position descriptions, and interview the leagues' staff and officers to get their assessment of the capacity of the secretariat, their views on how to make the leagues more responsive to the needs of the members, as well as the necessary trainings to improve staff capacities and make them more effective in their work.
- June 16, 2010. The Foundation presented the results of the organizational assessment for the LCP at the National Executive Board meeting. During the presentation, Mayor Ben Hur Abalos, the outgoing LCP President, and Mayor Mel Sarmiento, the outgoing Secretary General, expressed their appreciation of the assessment and committed to review the report and take actions on the recommendations.
- August 20, 2010. The Foundation presented the organizational assessment report on the LCP Secretariat to the newly installed LCP Secretary General Mayor Hernani Braganza, Officer in Charge Bebet Gozun, and incoming Executive Director Pamela Oppus. Mayor Braganza committed to look into the findings and recommendations of the study.
- November 11-12, 2010. LCP and LM Secretariat staff underwent a training on Basic Customer Service Skills facilitated by the Foundation-hired trainer.
- December 2, 2010. The Foundation presented the Organizational Diagnosis report to then newly installed LMP Secretary General Mayor Roel Paras of Malalag, Davao del Sur, former LMP Secretary General Manuel Escalante of Manapla, Negros Occidental, and LMP Legal Officer Atty. Reynante Orceo. During the presentation, Mayor Paras promised to look into the findings and recommendations contained in the report. The Foundation also gave Mayor Strike Revilla, President of the LMP a copy of the report on December 20, 2010.
- January 24-25, 2011. The LMP conducted an internal workshop for the secretariat staff to present the Foundation's findings and recommendations, and review the position description in their organization. The workshop produced an amended LMP rules and procedures that include a new organizational structure, and rules on recruitment, selection and promotion, complaints and grievances, and employees' benefits.
- May 18-20, 2011. With assistance from the OD consultant engaged by the Foundation, LCP and LMP secretariat staff underwent a workshop to develop their human resource development manual, and their performance evaluation system. These two documents are still in their finalization stage.
- June 2011. The Foundation assisted the LCP design and administered the training needs assessment for the secretariat staff. Please refer to Annex C for the Training Needs Assessment of LCP.
- The following are the highlights of the LCP and LMP organizational assessments:

<b>League of Cities of the Philippines</b>	
<b>Findings</b>	<b>Recommendations</b>
<ul style="list-style-type: none"> <li>☞ The Secretariat's existing organizational structure limits access to higher authorities;</li> <li>☞ No clear policy on how rewards such as the productivity bonus can be more equitably distributed;</li> </ul>	<ul style="list-style-type: none"> <li>☞ Develop a more responsive structure, functional chart, and position description, and update the qualification standards of all positions;</li> <li>☞ Develop an Incentives and Rewards System</li> </ul>

<b>League of Cities of the Philippines</b>	
<b>Findings</b>	<b>Recommendations</b>
<ul style="list-style-type: none"> <li>☞ The current salary level of the Secretariat staff is too low and not competitive considering the volume and variety of programs the Secretariat implements;</li> <li>☞ The current performance evaluation system is tedious and does not reflect necessary competencies for each position;</li> <li>☞ The Secretariat has no institutional memory of learnings and lessons gained through the years;</li> <li>☞ There is no system that allows personnel who attend training and other development activities to share their learnings with other personnel;</li> <li>☞ The existing financial management system is transparent, and it is easy to obtain financial information</li> </ul>	<ul style="list-style-type: none"> <li>☞ that is anchored on Performance;</li> <li>☞ Develop a competency based Performance Review and Assessment System;</li> <li>☞ Upgrade the existing salary structure to make it more competitive;</li> <li>☞ Conduct trainings on Basic Customer Service Skills as an initial step towards service excellence;</li> <li>☞ Develop an annual training plan to include training for both administrative and technical personnel</li> </ul>

<b>League of Municipalities of the Philippines</b>	
<b>Findings</b>	<b>Recommendations</b>
<ul style="list-style-type: none"> <li>☞ There is an existing formal organizational structure but majority of staff are not aware of it. The structure does not reflect some staffing arrangements that are being institutionalized, such as the Technical Team.</li> <li>☞ There is no performance evaluation system that can measure the worth of the staff to the organization.</li> <li>☞ The staff is able to meet most of the expectations of the mayors, but the staff still has to meet most expectations on liaison or coordination work, and administrative services.</li> <li>☞ The Secretariat has no institutional memory of learnings, and lessons gained through the years.</li> <li>☞ There is no Human Resource Management Officer who can look at staff development concerns, and human resource management policies and procedures.</li> <li>☞ The financial system is not transparent, and uses a manual system.</li> </ul>	<ul style="list-style-type: none"> <li>☞ Develop a more responsive structure that is most responsive to the needs of the LMP.</li> <li>☞ Invest in technical staff to cope with increasing demands of programs and projects.</li> <li>☞ Hire a professional Human Resource Management Officer who will take care of all human resource concerns of the Secretariat.</li> <li>☞ A comprehensive career system should be developed to provide guidelines on recruitment and selection, promotion, training and development, performance evaluation, rewards and incentives, and other relevant human resource concerns.</li> <li>☞ The “happy work group” atmosphere in the organization must be sustained. A once a year team building session for the staff may be conducted.</li> <li>☞ There is a need to develop guidelines or procedures on how to transact business with the Finance Office.</li> <li>☞ All personnel of the Secretariat must undergo the “Basic Customer Service Skills Training” as an initial step towards</li> </ul>



League of Municipalities of the Philippines	
Findings	Recommendations
	<p>service excellence.</p> <ul style="list-style-type: none"> <li>☛ Create a system that will serve as repository of knowledge of the organization to preserve organizational memory.</li> <li>☛ Provide the Finance Officers with technical assistance in the computerization of the LMP financial management system.</li> </ul>

Status of Activities according to timeframe.

Sub-activities	Time Frame	Status
<i>1.3. Strengthening the capacities of league secretariats</i>	Dec. 2009-Sept. 2010	Completed
1.3.1. Discussions with the Leagues' officers and secretariat to determine the scope of the assistance.	Dec. 2009	Completed
1.3.2. Hiring of organizational development experts	Jan. 2010	Completed
1.3.3. Conduct of organizational diagnosis and assessment. <ul style="list-style-type: none"> <li>• Consultations with the leagues' officers</li> <li>• Consultations with secretariats staff</li> <li>• Consultations with leagues' partners</li> </ul>	April-July 2010	Completed
1.3.4. Presentation of findings to leagues' officers	June & Aug 2010	Completed
1.3.5. Workshops to draft policies, and design appropriate processes and structure for the secretariat.	July-Aug 2010	Completed
1.3.6. Trainings, coaching, and mentoring the secretariat staff <ul style="list-style-type: none"> <li>1.3.6.1 Training on Basic Customer Service Skills for LCP Staff</li> <li>1.3.6.2. Training on Quickbooks (accounting software)</li> <li>1.3.6.3. Workshop on Performance Evaluation System and Writeshop on Human Resource Development Manual</li> <li>1.3.6.4. Job Analysis Workshop for LCP</li> <li>1.3.6.5. Training Needs Assessment for LCPO</li> </ul>	July 2010-Sept 2010	Completed but delayed. The Foundation completed all requested trainings and assistance from February 2011 to May 2011 due to non availability of secretariat staff because of other activities.
1.3.7. Presentation of recommended policies, processes and structure to the leagues officers	June - Aug 2010	Completed. June 2010 for LCP and December 2011 for LMP

Sub-activities	Time Frame	Status
1.3.8. Adoption of the recommendations by the officers	Aug 2010	Recommendations partially adopted by LCP and LMP

#### Implementation Challenges.

- The cooperation of the secretariat staff was a challenge especially for the Organizational Development consultant hired by the Foundation who conducted interviews and gathered documentary materials. Activities with LCP mostly proceeded according to plan, but there were some delays. Leagues' staff had to attend to other activities and projects of the leagues. The delays happened mostly with LMP since it took some time before the OD consultant was able to conduct the interview with the staff and some officers. There was a perception that LMP staff was not open to provide their opinions and other organizational information about LMP.
- The medical condition of the consultant also partly delayed the progress of the activities. In the fourth quarter of 2010, she underwent a medical procedure that delayed the submission of the final OD report on LMP Secretariat.
- While the leagues became preoccupied with their internal issues and priorities, it was best to coordinate closely with the Human Resource Management Officer and the Executive Director to move things forward and gain their commitment in sharing of organizational documents, ensuring staff participation in trainings, and determining next steps for their organizational development.

#### Outputs of the Activity.

1. Organizational Assessment Reports for LCP and LMP. The reports also contain recommended organizational structures, personnel salary scales and specific actions to improve the capacity and services of secretariat staff. Both documents were already turned over to the leagues officers.
2. Draft Human Resource Development Manual for LCP and LMP.
3. Draft Personnel Evaluation System instrument for LCP LMP.
4. Training Needs Assessment for LCP secretariat staff.

### **Objective 2: To improve the quality of local governance for sustained peace and development in Mindanao.**

*Activity 2.1: Technical assistance to Mindanao local governments.*

#### Specific Objective/s.

1. To improve the quality of local governance conflict affected areas of in Mindanao.

### Description of Activity.

The Foundation's experience in the TAG project in the past seven years is that different levels of local government call for different kinds of interventions to help speed up the progress of local autonomy. Local governments face diverse challenges that often come with the nature/tier of the local government. For example cities and urbanizing localities face more complicated problems of service delivery resulting from urban growth and rapid urbanization such as waste management, traffic congestion, poverty, housing, urban poor concerns, etc, which are not yet present in municipalities. On the hand, municipalities face the problem of limited resources and inadequate technical capacity affecting the provision of even the most basic services such as raising their own revenues. In Mindanao this situation is further exacerbated by the volatile peace and order situation that seriously affects the provision of even the most basic services by local governments. In short, local governments, whether it is a city or a municipality may experience the same universal challenges, but the perspective and magnitude varies depending on the kind of services that is expected from each of type of local government. The Foundation provides technical assistance to local governments in Mindanao essentially to address these universal challenges, which are classified in three broad themes: service delivery improvements, fiscal responsibility, and transparency and accountability.

### Accomplishments for FY 2011.

As of September 30, 2011, a total of 43 local governments in ARMM and non-ARMM provinces are receiving technical assistance from the TAG project. The Foundation works with seven local resource institutions in Mindanao, and engaged the services of eight local consultants to deliver the technical assistance activities in these 43 local governments. The following is the listing of the 43 local governments with the corresponding focus of technical assistance activities and the respective implementing partner. The table on the status of activities below provides the timeframe for the expected completion of the technical assistance activities, while Annex D provides the details on the progress of technical assistance activities in each of these local governments.

#### **Non-ARMM Provinces**

<b>Province</b>	<b>Municipality</b>	<b>TA Category</b>	<b>Implementing Partner</b>
Zamboanga Sur	Tukuran	Fiscal Responsibility	Misamis University Community Extension Program
	Mahayag	Fiscal Responsibility	
Agusan del Sur	Sta Josefa	Fiscal Responsibility	Father Saturnino Urios University
	San Francisco	Transparency and Accountability	
	Bunawan	Fiscal Responsibility	
	Trento	Fiscal Responsibility	TAF Consultant
	Bayugan	Fiscal Responsibility	TAF Consultant
Surigao del Sur	Cagwait	Fiscal Responsibility	TAF Consultant

Province	Municipality	TA Category	Implementing Partner
	Carrascal	Fiscal Responsibility	TAF Consultant
	Hinatuan	Fiscal Responsibility	TAF Consultant
	Bislig City	Transparency and Accountability	Father Saturnino Urios University
Sultan Kudarat	Bagumbayan	Fiscal Responsibility	Notre Dame Business Resource Center Foundation Inc.
	Senator Ninoy Aquino	Fiscal Responsibility	
South Cotabato	Tampakan	Fiscal Responsibility	Notre Dame Business Resource Center Foundation Inc
	Tupi	Fiscal Responsibility	
Sarangani	Maitum	Fiscal responsibility	Notre Dame Business Resource Center Foundation Inc
	Glan	Service Delivery Improvements	
	Maasim	Transparency and Accountability	
Davao Sur	Malalag	Fiscal Responsibility	Ateneo de Davao Resource Center for Local Governance
	Matanao	Fiscal Responsibility	
	Sta.Cruz	Service Delivery Improvements	
Compostela Valley	Montevista	Fiscal Responsibility	Ateneo Resource Center for Local Governance
	New Bataan	Service Delivery Improvements	
Davao Norte	Kapalong	Fiscal Responsibility	Ateneo Resource Center for Local Governance
Bukidnon	Libona	Fiscal Responsibility	Ateneo Resource Center for Local Governance
	Kibawe	Fiscal Responsibility	
	Damulog	Transparency and Accountability	
	Maramag	Service Delivery Improvements	Capitol University
	Lantapan	Service Delivery Improvements	

### ARMM Local Governments

Province	Municipality	TA category	LRI Partner
Basilan	Lantawan	Fiscal Responsibility	Integrated Resource Development for Tri-People
	Tuburan	Fiscal Responsibility	
Tawi-Tawi	Panglima Sugala	Fiscal Responsibility	Integrated Resource Development for Tri-People
	Sibutu	Fiscal Responsibility	
Sulu	Pangutaran	Service Delivery Improvements	Integrated Resource Development for Tri-

Province	Municipality	TA category	LRI Partner
	Maimbung	Service Delivery Improvements	People
	Siasi	Service Delivery Improvements	TAF Consultant
	Talipao	Service Delivery Improvements	TAF Consultant
Maguindanao	Parang	Fiscal Responsibility	Maguindanao Foundation for Good Governance Development Inc
	Datu Paglas	Service Delivery Improvements	
	Kabuntalan	Fiscal Responsibility	
	Sultan Mastura	Fiscal Responsibility	
Lanao del Sur	Tamparan	Fiscal Responsibility	Maguindanao Foundation for Good Governance Development Inc
	Molundo	Service Delivery Improvements	

#### *Non-ARMM*

- Twenty-nine of the 30 local governments approved for technical assistance have on-going activities under the project. Two municipalities, Banga and Polomolok, from the Province of South Cotabato dropped off in the first and second quarters of the fiscal year due to change of priority and lack of financial resources to offer as counterpart fund. The Municipality of Banga was replaced by the Municipality of Bagumbayan in Sultan Kudarat province. Polomolok however, was no longer replaced. Thus a total of 29 local governments. Of these, five are just starting implementing project activities. The rest are already on their middle to final phase of implementation of the technical assistance activities.
- The late start up in the five municipalities (three in Surigao Sur and two in Agusan Sur) was due to the delayed decision from a possible local resource institution whether or not to accept the implementation of the technical assistance activities in these municipalities. As a result, the Foundation decided to directly hire consultants to implement the project in these municipalities.
- February 28 to March 1, 2011. The Foundation conducted a Grants Management Seminar (GMS) to orient six partner local resource institutions of the TAG project with the financial reporting requirements of the Foundation.
- August 8-9, 2011. The TAG Team met to finalize the performance monitoring plan for technical assistance activities. From August 22 – 31, 2011, the Project Coordinators met with respective local resource institutions to share with them the draft revised performance monitoring plan.
- Based on the progress of activities, the team decided to schedule three thematic learning events for all local governments receiving technical assistance on resource mobilization to supplement the on-going technical assistance activities of local resource institutions. These learning events are: real property records management and digitization; real property and business tax mapping; and financial analysis.

- September 7, 2011. The Asia Foundation met with the Governor and municipal officials of the province of Surigao Sur to discuss TAG project's assistance to selected municipalities on the issuance of certificate of titles on untitled parcels in the province. Also included in the meeting were Directors from Department of Environment and Natural Resources (DENR), Department of Agrarian Reform (DAR), and representative from the Register of Deeds (RoD). The TAG project provides technical assistance on revenue generation to three municipalities (Cagwait, Carrascal, and Hinatuan), where titling is one of the components of the revenue generation assistance. When Governor Pimentel learned about the, he requested to add five other municipalities (Barobo, Cantilan, Liangga, Tagbina, and Tago) to be part of the project, with the commitment that the provincial government will shoulder the cost for the trainings of the five additional municipalities.
- To have a common understanding and clarity on the intent of the two recently issued policies related to titling, the TAG project solicited the expertise of the Foundation's USAID-supported Economic Growth Hubs project, specifically Atty. Tiamson and Atty. Katigbak of the Property Rights Activity to present and explain the intent of the Residential Free Patent Act (RA 10023), and the DENR – Administrative Order 2011-06 to the provincial government and the municipal officials present. RA 10023 is a law authorizing the issuance of free patents on residential lands. DAO 2011-06 prescribes the guidelines for the implementation of public land titling in partnership with the local government unit. The presentation of Atty. Tiamson and Atty. Katigbak yielded positive results; less than a month after the meeting, the provincial government came up with the draft Memorandum of Agreement with the eight municipalities, and an Executive Order for the creation of Land Management Council in the province.
- On September 23, 2011, the Foundation hosted a one-day discussion with local resource institutions implementing technical assistance on revenue generation to talk about tax mapping activities in the municipalities. The meeting also served as coaching and sharing sessions for implementing partners as they got tips from each other on other approaches and strategies on business and property tax mapping. The activity was an offshoot of monitoring rounds done by the Theme Leader and Project Coordinators from August 22 to September 9 in Region 11, Region 12, and Caraga Region.

### *ARMM*

- To prepare ARMM municipalities for the TAG project technical assistance, the Foundation, conducted two preliminary activities from March to September 2011. These activities are Leadership and Governance Training (LGT) facilitated by Integrated Resources for the Development of Tri-People (IRDT), and the System Competency Assessment for Local Governments (SCALOG) facilitated by the ARMM Department of Interior and Local Government (DILG-ARMM).
- A total of 645 individuals from 17 municipal governments completed the Leadership and Governance Training implemented by the Integrated Resource for Tri-People Development, Inc. from March 14 to May 18, 2011. The program aimed at promoting a faith-based governance to broaden participation, transparency, and accountability in the municipal governance through institutionalization of local consultation, and decision-

making mechanism. It successfully organized a core group known as —Usrah”<sup>1</sup>, which serves as a sustainability mechanism in the 17 municipalities.

- DILG-ARMM administered two major activities from April 26 to September 28, 2011 for the System on Competency Assessment for Local Governance (SCALOG) covering 15 municipal governments in ARMM. These are 1) assessment of the Organizational Competency of the municipal governments, and 2) formulation of their respective Capacity Development Plans.
- The Asia Foundation partnered with the Integrated Resource for Tri-people Development, Inc. (IRDT) to provide technical assistance to seven ARMM municipalities. IRDT is implementing Barangay Development Planning and Budgeting (BDP) activities in three municipalities (Mulondo in Lanao del Sur; and Pangutaran and Maimbung in Sulu), and Resource Mobilization activities for island municipalities (Lantawan and Tuburan in Basilan; and Panglima Sugala and Sibutu in Tawi Tawi). As of September 15, 2011 IRDT already completed the conduct of Participatory Barangay Development Planning and Budgeting (BDP) activities in 30 barangays of three municipalities - Maimbung and Pangutaran in Sulu Province; and Molondo in Lanao del Sur. IRDT is now in the process of finalizing BDP outputs in the form of barangay profiles and a comprehensive barangay development plan.
- The Foundation also partnered with the Maguindanao Foundation for Good Governance and Development, Inc. in providing technical assistance to four ARMM municipalities. MFGGD is implementing Public Service Excellence Ethics and Accountability Program (PSEEAP<sup>2</sup>) in Datu Paglas, Maguindanao, and Resource Mobilization coaching activities for the municipalities of Kabuntalan, Parang and Sultan Mastura in Maguindanao.
- In two island municipalities (Siasi and Talipao, Sulu) with technical assistance on PSEEAP, the Foundation engaged the services of a local consultant to conduct the trainings and coaching sessions. As of September 30, 2011, the consultant already completed four out of 10 major planned activities.
- The Foundation used a different strategy in implementing technical assistance on resource mobilization in ARMM municipalities. Instead of giving individual technical trainings to each municipality, the Foundation designed six technical trainings whereby all municipalities will come together and learn together through a combination of lecture and structured learning exercises. After each training session, coaches from IRDT and MFGGD will assist the municipalities toward the completion of whatever is the expected output/s. As of September 30, 2011, the Foundation already conducted three out of six trainings. The trainings gave the eight participating municipal governments with the opportunity to learn together and to interact. So far, the level of participation of the eight ARMM municipalities is very high and the interaction is very collegial.

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<sup>1</sup> "Usrah" is an Arabic term which literally means "family." Technically, it is a peace core group organized in communities to help spread the message of peace. Elders usually meet and discuss peace and development concerns in their area. This Usrah group has been organized to provide a venue for local officials and ordinary citizens to discuss matters pertaining to development of their community and to re-echo new learnings during ILG training

<sup>2</sup> PSEEAP is an intervention that promotes transparency in service, strengthens accountability of local bureaucrats, and encourages customer-oriented culture in the delivery of basic services. The program is a series of workshops and training on basic customer service skills, improvement of services, value formation and ethics, standard behavior in decision making and accountability in public service.

- As of September 30, 2011 with project assistance, seven of the eight municipalities<sup>3</sup> have completed their respective draft revenue code. They have subsequently conducted pilot real property and business tax mapping activities in at least one barangay in their municipality. Most local governments with assistance from their LRI coaches secured the cadastral maps they use for tax mapping from DENR, and downloaded Google maps as reference for tax mapping.
- The Foundation also informed the OIC Provincial Assessor of Maguindanao province regarding the tax mapping activities in Parang, Sultan Mastura, and Kabuntalan. The upcoming General Revision in the Province of Maguindanao will facilitate the completion of tax mapping in said municipalities.

Status of Activities according to timeframe.

<b>Sub-activities</b>	<b>Time Frame</b>	<b>Status</b>
<i>Activity 2.1: Technical assistance to Mindanao local governments</i>		
2.1.1. Regional Project Orientation for ARMM	Oct-Dec. 2010	Completed
2.1.2. Awarding of approved proposals: local governments in ARMM	Oct-Dec. 2010	Completed
2.1.3. Visit and validation to local governments with approved proposals: for ARMM and non-ARMM areas	Oct-Dec. 2010	Completed
2.1.4. Mobilize experts pool (organization and individuals) for ARMM and non-ARMM areas	Oct-Dec. 2010	Completed
2.1.5. Technical assistance and coaching to local governments in ARMM and non ARMM areas	Oct 2010 – Sept 2011	On-going in 43 local governments. To be completed in fiscal year 2012.
2.1.5.1 End of TA activities on Service Delivery Improvements in three ARMM LGUs.	1st Qtr FY 12	
2.5.1.2. End of TA activities on Service Delivery Improvements, Transparency and Accountability and Fiscal Responsibility in eight non-ARMM LGUs (Zamboanga Sur, Bukidnon, Agusan Sur and Surigao Sur)	1stQtr FY 12	
2.5.1.3. End of TA activities on Service Delivery Improvements and Fiscal Responsibility in 16 non-ARMM LGUs (Bukidnon, Davao Sur, Davao Norte, Compostela Valley, Sarangani, South	2nd Qtr FY 12	

<sup>3</sup> Except Parang, Maguindanao which already had an updated Local Revenue Code.



Sub-activities	Time Frame	Status
Cotabato, Sultan Kudarat)		
2.5.1.4. End of TA activities on Service Delivery Improvement in three ARMM LGUs (Magundanao and Sulu).	2nd Qtr FY 12	
2.5.1.5. End of TA activities on Fiscal Responsibility in five non-ARMM LGUs (Surigao Sur, Agusan Sur).	3rd Qtr FY 12	
2.5.1.6. End of TA activities on Fiscal Responsibility in eight ARMM LGUs (Basilan, Sulu, Tawi-Tawi, Maguindanao)	3rd Qtr FY 12	
2.1.6. Off-site joint thematic trainings and technical discussions for ARMM and non-ARMM areas	June to Sept 2011	Completed three thematic sessions for ARMM LGUs. Started preparations for first thematic training to be held on October 10-11, 2011
2.1.7. Second wave of Technical assistance to promising LGUs in non-ARMM areas	August to Sept 2011	Started identifying potential LGUs
2.1.8. Start of technical assistance to additional five LGUs in Surigao Sur—on titling activity		Request of Surigao Sur Provincial Governor received in September 2011, but activities in LGUs to start in FY 12

*Activity 2.1.1: Special efforts in Maguindanao.*

Description of Activity.

A special effort focused on improving administration of the province of Maguindanao was implemented as part of Mending Maguindanao Province after the shocking election-related incident in Shariff Aguak, Maguindanao on November 23, 2009. In December 2009, Acting Governor Ina Ambolodto requested the Foundation to conduct an organizational assessment of the provincial government, and a financial audit to determine how the fiscal resources of the province were spent. Only the organizational assessment was completed because the Foundation could not find a good financial auditor that is willing to do a financial audit of the province.

Summary of Accomplishments.

- January 6-13, 2010. The Organization Development Consultant engaged by the Foundation was deployed to the province of Maguindanao to do the organizational assessment and needs of the province. The consultant did a combination of key informant interviews and small groups discussions with the different heads of offices and technical staff from 16 offices of the provincial government. Based on the interviews and

documents gathered and examined, the consultant came up recommendations which was divided into ~~Immediate~~ and Long Term.” Immediate recommendations are those that can be done within six months to implement, while long- term recommendations are actions that require some capital outlay and can be attended to within the year or later.

- June 9, 2010. The TAG project team met with Governor-elect Esmael G. Mangudadatu in Buluan, Maguindanao to brief him on the organizational assessment done by the TAG project for province of Maguindanao, and handed over the copy of the Report. The Governor expressed his appreciation to The Asia Foundation and committed to review the report. Some of the Governor’s plans and priorities which he also articulated during the meeting are as follows:
  - Holding of temporary office in Buluan while waiting for the rehabilitation of the capitol building in Sultan Kuradat;
  - Conduct of a comprehensive audit of the resources of the province upon assumption to office;
  - Implement reforms on fiscal administration especially on disbursements;
  - Review the status of appointments of casual employees;
  - Use biometrics to register employees’ attendance;
  - Remove the culture of tribalism. There will be no boundary in hiring people to work with him as long as they are qualified and will adhere to serve for the good of the people;
  - Support the on-going MILF peace process.
- In August 2011, an agreement was made with the Provincial Administrator and OIC Provincial Planning Officer of Maguindanao Province to wait for their proposal on technical assistance until September 15, 2011. However, after continuous follow up on their proposal, nothing has been submitted. On the other hand, the Provincial Administrator also made attempts to present the Organization Diagnosis to other provincial department heads in a meeting last July 2011, and come up with three priority areas for TAG technical assistance and present those to the Governor for approval. Unfortunately, those plans did not materialize, including the plan to prepare the Letter of Intent and obtain Provincial Board Resolution, due to the overlapping project activities of the provincial government, in addition to the prevailing security problems in the province.

#### Implementation Challenges.

- Synchronizing the schedules of local governments and of local resource institution remains to be a challenge resulting in delays in implementation of project activities.
- Accuracy of reporting of local resource institutions on the progress of technical assistance activities. There was one instance when a partner LRI failed to validate the report of the technical working group, and reported that the conduct of tax mapping in one municipality was already complete. The LRI believed that the TWG continued with its planned tax mapping activities when in fact the TWG did not conduct the mapping activity after the coaching session of the LRI.

- The practice of hiring personnel on job order basis to fill up vacant positions in critical offices, e.g. Treasurer's Office and Local Economic Enterprise Office poses a challenge in the implementation of service improvement recommendations. Most of those appointed are not qualified and have difficulty delivering the commitment of the local government.
- Local governments' inability to provide the necessary infrastructure to support the technical assistance.
  - The city government of Bislig has yet to install a faster internet connection that can accommodate the web-based document online tracking system which the TAG project helped develop. The system has been tested at business permits and licensing office located outside city hall and it is working very well. Unfortunately, at the city hall, the existing internet connection is congested, thus, it cannot support the modest bandwidth requirement of the web-based tracking system. In the meantime that the city government has yet to upgrade its internet connectivity, the other offices that are targeted to use the online tracking system e.g. engineering and treasury will have to continue with their manual recording of transactions on civil permits using daily journal and transaction index cards.
  - The municipality of Bunawan in Agusan del Sur, has yet to provide the manpower and hardware requirements for the tax mapping and digitization of its lot parcels. The project has already requested the assistance from the office of provincial assessor to help the municipality and augment its personnel so that tax mapping can be completed.
- The existing dynamics among local government employees in Lantapan, Bukidnon hinders the full implementation of several technical assistance activities. Currently, the local staff and members of Service Delivery Improvement Team (SDIT) are divided. On one side are those that support the current mayor, and on the other side are those that support the previous mayor. Those who are supporting the current mayor are naturally in support of the technical assistance activities. However, those who are associated with the previous mayor selectively but subtly stall the implementation of some activities.
- Availability of in-house experts and hiring local consultants continues to be a problem for some local resource institutions, especially for those that hesitate to invest in training to build a pool of specialists.
- Municipalities in Maguindanao are still using the old Bureau of Local Government Finance (BLGF) Manual because they have no budget to purchase the latest BLGF Manual for Assessors.
- Local government staff feels hesitant to follow up with the mayor regarding their commitments to the TAG project. The "strong mayor" culture prevailing in local governments especially in ARMM often hinders the progress of the activities because local staff has to wait for the decision of the mayor.
- The tendency of local chief executives to get distracted by offers of infrastructure projects by other donor and government agencies and pay lesser attention to technical assistance. The municipality of Parang, Sulu backed out of TAG technical assistance right after National Anti-Poverty Commission (NAPC) and ARMM-Department of Health (ARMM-DOH) offered the local government a water system.

- Recent increase in kidnapping incidents in Basilan and Sulu pose a security threat to project staff and partners. Peace and order in both provinces remains fluid for even when it all seems peaceful, all of a sudden killing and kidnapping incidents take place.
- Administrative cases filed against the mayor of Siasi in Sulu, and with the mayors of Lantawan and Tuburan in Basilan regarding non-remittance of GSIS affect project implementation. Fewer participants from these municipalities are attending the project trainings and activities, and there is difficulty providing local counterpart.

### Recommendations.

- There is a need for a more regular meetings and sharing of field experiences among local resource institutions providing similar technical assistance activities. This will enable the project to have a somewhat uniform approach, strategy and tools to use in providing similar technical assistance activities, and to some extent, come up with indicators to measure initial results that can be applied across all local governments receiving similar assistance from the TAG project.
- Periodic monitoring visits by TAG Project Coordinators ensure high level of quality of activities conducted by local resource institutions, and sustain support commitments of the local governments.

### *Activity 2.2: Local budget tracking.*

#### Specific Objective/s.

1. To improve civil society organizations' access to local government fiscal information, especially the budget.
2. To increase the transparency and accountability of local governments in the preparation and utilization of their budgets.
3. To develop tools and technologies for local budget tracking.
4. To develop of models civil society – local government engagement in transparent and accountable fiscal management.

#### Description of Activity.

Local governance is constantly being redefined at the local level with the participation of civil society organization in governance processes. However, the opportunity for civil society engagement is mostly limited to the participation in local special bodies, notably the local development council (LDC). In most cases, participation is defined by their attendance during the presentation and approval of projects for funding under the 20 percent development fund. No substantial oversight is being done to determine whether the approved projects and budgets are executed. This activity supports civil society initiatives to track and monitor the utilization of the local government budgets, and conduct budget advocacy to influence local government's policies and actions related to budget allocation and utilization. This activity is implemented in 17 cities and 3 provinces in Mindanao and conducted in partnership with Balay Mindanao Foundation, Inc (BMFI) and their local partners.

Accomplishments for FY 2011.

- Balay Mindanaw Foundation, Inc. (BMFI) conducted a series of cluster monitoring activities to determine the progress of the civil society organizations (CSOs) and identify the hindering and facilitating factors in the implementation of the BTTAG project. The participants were the CSO focal persons who were geographically clustered as follows:

<b>Activities Conducted by BTTAG</b>	
<b>Date and Venue</b>	<b>Participants</b>
November 8, 2010 Cagayan de Oro City	Marawi, Iligan, El Salvador, Misamis Oriental, Malaybalay, Gingoog, Butuan, Surigao
November 13, 2010 Ozamiz City	Pagadian, Ozamiz, Oroquieta, Dipolog
November 24, 2010 General Santos City	Cotabato, Tacurong, Maguindanao, Sarangani, General Santos, Digos, Davao, Panabo
February 25, 2011 Cagayan de Oro City	Marawi, Iligan, El Salvador, Misamis Oriental, Malaybalay, Gingoog, Butuan, Surigao
March 4, 2011 Ozamiz City	Pagadian, Ozamiz, Oroquieta, Dipolog
March 11, 2011 Tacurong City	Cotabato, Tacurong, Maguindanao, Sarangani, General Santos, Digos, Davao, Panabo

- On January 21, 2011, a Policy Dialogue was conducted to discuss issues on local budgeting and determine policy recommendations to improve transparency and accountability in the budget process. It brought together 120 local government officials, local budget officers, representatives of national government agencies such as the Department of Budget and Management, National Economic Development Authority, and DILG, Congress and civil society organizations. The product of the dialogue was an issue paper enumerating a 7-point agenda that aim to increase transparency in the local budget process, and strengthen citizen participation in local governance. The 7-point agenda are enumerated below:
  1. DILG to issue a Memorandum Circular to local governments enjoining them to strengthen citizen participation in Local Development Councils (at least 25% of the membership of the Local Development Council), and in local sectoral bodies (Local School Boards, Local Health Boards, Local Disaster Risk Reduction Management Councils, Solid Waste Management Councils, etc.).
  2. Amend the Local Government Code by adding a provision that includes a representative from the civil society organizations/people's organizations to sit as member of the Local Finance Committee.
  3. DILG, DBM, NEDA, and COA to issue memorandum circular or directive to all their respective field offices to collaborate and assist private and civil society organizations in promoting transparency and accountability in the local budget process.
  4. Department of Budget and Management (DBM), Commission on Audit (COA), National Economic and Development Authority (NEDA), Department of Interior

and Local Government (DILG), and other national government agencies together with civil society organizations to establish an effective planning and budgeting, monitoring and accountability mechanism to monitor the implementation of the Joint Memo Circular No. 1 Series of 2007: Harmonization of Local Planning, Investment Programming, Revenue Administration, Budgeting and Expenditure Management. Include awards and sanctions.

5. NEDA to enhance the capacity of Local Planning and Development Officers to facilitate the conduct of local peace and development planning and budgeting to ensure participation and quality of output.
  6. DILG to fully implement MC 2010-83 on Full Disclosure Policy.
  7. DILG to study the review provision of the local budgets by higher appropriate offices in light of partisan political interests involved in the process.
- Of the above 7-point agenda, DILG has already issued two Memorandum Circulars on strengthening CSO participation in local governance; to wit:
    - DILG MC 2010-73 on Accreditation of POs, NGOs, and Similar Aggrupations and Selection of Representatives to the Local Special Bodies (August 4, 2010)
    - DILG MC 2010-141 on Reiteration of the Provisions and Re-Issuance of MC No. 2007-114 on Guidance on Updating Local Plans and Reconstitution of the Local Development Council as the mandated planning structure (December 8, 2010)
  - On the compliance of local governments with the Full Disclosure Policy directing all local governments to make public their financial documents, DILG reports the following compliance rate as of September 23, 2011:

#### Full Disclosure Policy

<i>LGU</i>	<i>Total</i>	<i>Full Compliance</i>		<i>Partial Compliance</i>		<i>Full Non Compliance</i>		<i>No Report</i>	
Provinces	79	28	35%	43	54%	2	3%	6	8%
Cities	138	47	34%	83	60%	6	5%	2	1%
Municipalities	1496	460	31%	847	57%	76	5%	113	7%

Source: DILG/Data as of September 23, 2011

- In January 2011, BMFI conducted a training capacitate civil society organizations on budget process, policy advocacy, budget execution, and budget accountability. The training proved to be very helpful especially in the discussion with Ms. Heidi Mendoza of the Commission on Audit about the Philippine Government Budgetary Process including common issues and vulnerabilities.
- On May 19-20, 2011, a conference on local budget tracking was conducted in Cebu City. The conference identified issues and recommendations focusing on local government and civil society partnership, the relationship between local government and the national government, the local budget process, and compliance with the Full Disclosure Policy of the DILG. Secretary Jesse Robredo of the DILG and Senator Teofisto Guingona III attended the conference.
- The issue paper of BMFI produced during the Policy Dialogue in January 2011 is currently being revised to include recommendations and comments culled from the conference in May 2011, as well as consultations with DILG and the Office of Senator Guingona.

- BMFI continues to monitor the progress of the CSOs conducting the budget tracking. The four ‘problematic’ areas are in Pagadian City, Cotabato City, Marawi City, and Maguindanao province since budget tracking in these areas has reached stalemate due to non-cooperation of the local governments. BMFI will work with the local CSOs in these areas for the proper documentation of their experiences.
- BMFI also started working on the BTTAG Manual that will include the local budget process, flow chart, and local government and CSO cases.

### Implementation Challenges.

- For most CSOs, local budget tracking is a new area of work so their level of appreciation and learning curve was low. They need constant guidance and sound technical advice on how to do the budget tracking in local governments.
- CSOs are also faced with internal problems such as limited operational funding, limited manpower, and staff turnover.
- CSOs differ in their level of engagement with their local government. While some bank on their years of CSO-local government partnership since the early phases of TAG project (e.g., in Panabo City), others are having difficulty engaging because the city is new to TAG project and/or the local chief executive is in his/her first term and might have other priority projects (e.g. Digos City, Davao City, Tacurong City). The challenge is how to promote constructive and cooperative partnership between the CSOs and local governments.
- Local governments vary in their local budget processes in terms of timeliness and transparency. For instance in Digos City, the budget hearing was delayed. In Panabo City on the other hand, there was an open budget deliberation where the civil society partner was invited to attend, and witnessed how the departments defended their budget requests.
- There are also inconsistencies in the level of support from local governments. While some local chief executives pledged their support during the initial discussions with BMFI, their designated focal persons are not very cooperative with the CSO partners. Open and constant dialogue between the CSOs and the local governments are thus necessary.
- The level of engagement of CSOs with their local governments varies. While there are CSOs that were able to engage easily with their local governments, get financial data, and participate in budget hearings, others faced difficulty in doing similar activities. These problems are notably encountered by the CSOs in Maguindanao, Cotabato City, Marawi City, and Pagadian City.
- Documentation of experiences and report-writing are another problem with the local CSOs. Of the 17 CSOs working in 20 local governments, only six CSOs are regularly submitting reports to Balay Mindanaw Foundation. This becomes a problem especially in conducting a more thorough budget analysis and establishing trends in local budget process.
- The need for capacity building is a continuing challenge not just for the local CSOs but also for the Project Management Team of the Balay Mindanaw Foundation. Both must undergo more capacity building trainings to enable them to understand and address informational gaps in an area as technical as the local budget process.

- Monitoring the progress of BMFI and the CSOs is also a challenge. CSOs report to BMFI, while BMFI reports to The Asia Foundation. On the part of CSOs, the frequency of submitting ‘monthly’ reports is not as regular as expected. This is why, BMFI conducted cluster meetings at least once every quarter to monitor their progress. BMFI, on the other hand, is also at times delayed in submitting their monthly reports to the Foundation. While four BMFI people are technically assigned to work for the project, they implement other projects that take their time and attention away from BTTAG. A closer and more focused project implementation and monitoring is required of BMFI.

*Activity 2.3: Peer-based assessment and accreditation system for local governance trainings.*

Specific Objective/s.

1. To improve the quality of training programs for local governments.
2. To expand local governments’ information and access to quality training programs.

Description of Activity.

The activity was implemented in partnership with the Local Governance Training and Research Institutes Philippines Network (LoGoTRIPhilNet), under the auspices of Local Government Academy (LGA) of the Department of Interior and Local Government. The period of the sub-grant agreement was originally from January 16, 2010 until January 15, 2011. However, the sub-grant agreement was extended twice because of the slow pace of the activities, and the low turn-out of applications for accreditations by members of LoGoTRIPhilNet. The first extension was up to March 30, 2011. The second and last extension was until June 30, 2011. When the sub-grant agreement ended, LoGoTRIPhilNet was not able to complete two major activities, while one major activity fell below target. The conduct of accreditation was conducted but with delays and below the target. On the other hand, the recognition of LRIs that passed the accreditation process, as well as the roll out implementation of the accreditation process to other LRIs outside of those originally identified in the sub-grant agreements were not conducted. LoGoTRIPhilNet decided not to extend the sub-grant agreement further as any extension will not in any way change the response rate of the LRIs—based on their experience.

- A sub-grant agreement was signed between The Asia Foundation and the Local Governance Training and Research Institutes Philippines Network (LoGoTRIPhilNet) on January 16, 2010. The sub-grant supported the following activities:
  - Set up the peer-based accreditation system among LoGoTRIPhilNet members;
  - Come up with a guidelines for accrediting local governance trainings provided by LoGoTRIPhilNet members;
  - Accredit at least 25 local resource institutions using the new guidelines for accreditation;
  - Re-orientation/training of new set of accreditors.
  - Support to Board of Directors and Accreditation Committee meetings to design the accreditation guidelines
  - The table below has the initial lists of local resource institutions for accreditation:



<b>LoGoTriPhilNet Initial List of Local Resource Institutions for Accreditation</b>	
<b>Region</b>	<b>Institutions</b>
National Capital Region	<ol style="list-style-type: none"> <li>1. Local Government Academy – Pasig City</li> <li>2. University of the Philippines-Center for Local and Regional Governance – Quezon City</li> <li>3. Tanggol Kalikasan – Quezon City</li> </ol>
Luzon	<ol style="list-style-type: none"> <li>1. Catanduanes State College</li> <li>2. GenTwoFifteen Development Foundation, Inc. – Laguna</li> <li>3. University of Northern Philippines – Vigan</li> <li>4. Western Philippines University – Puerto Princesa City</li> </ol>
Visayas	<ol style="list-style-type: none"> <li>1. Siquijor State College – Siquijor</li> <li>2. Gerry Roxas Foundation – Roxas City</li> </ol>
Mindanao	<ol style="list-style-type: none"> <li>1. Capitol University Graduate School – Cagayan de Oro (CDO)</li> <li>2. Liceo de Cagayan University – CDO</li> <li>3. Mindanao University of Science and Technology – Cagayan de Oro City</li> <li>4. Safer River, Life Saver Foundation, Inc. – CDO</li> <li>5. Bukidnon State College – Bukidnon</li> <li>6. Mindanao Center for Local Governance, Inc. – Marawi City</li> <li>7. Father Saturnino Urios University – Butuan</li> <li>8. Surigao del Sur Polytechnic State College – Tandag</li> <li>9. University of Southeastern Philippines – Davao</li> <li>10. Ateneo de Davao University – Davao City</li> <li>11. Notre Dame University – Cotabato City</li> <li>12. Notre Dame of Marbel University – General Santos City</li> <li>13. Notre Dame of Dadiangas – General Santos City</li> <li>14. Sultan Kudarat Polytechnic State College – Tacurong City</li> <li>15. Kasangyangan Foundation, Inc. – Zamboanga</li> <li>16. Western Mindanao State University - Zamboanga</li> </ol>

### Summary of Accomplishments.

- February 2010. LogoTRIPhilNet hosted one Board of Directors meeting and two meetings of the Accreditation Committee to finalize the work and financial plan for the grant and the Accreditation Guidelines for local governance training programs.
- March 12, 2010. Launching of Peer-based Accreditation System for Local Governance Training Programs during the “Ugnay Talakay on the Capacity Building Trends and Challenges in the Philippines” at Crown Plaza Hotel in Ortigas.
- May 20-21, 2010. LoGoTRIPhilNet conducted the training of accreditors. Twelve accreditors were added to supplement the existing pool of 20 accreditors. The training tackled the criteria and the point system use in the accreditation program which was embedded in a guideline produced by the LoGoTRIPhilNet.
- December 15, 2010. LoGoTRIPhilNet requested to extend the sub-grant agreement to give more time to member LRIs to submit applications for accreditation. The sub-grant agreement was extended up to March 31, 2011.

- March 16, 2011. LoGoTriPhilNet requested for a second extension of the sub-grant agreement, citing slow response rate of LRIs in submitting applications for accreditation. The sub-grant agreement was extended until June 30, 2011.
- As of June 30, 2011, LoGoTRIPhilNet was able to accredit only 17 out of the 25 targeted local resource institutions, and 41 local governance training programs under the thematic areas of Administration, Social Services, Economic Development, Environmental Management, and Good Governance. Of the 17 accredited institutions, 10 are on the original list and seven are not on the original list of target LRIs. The accreditation process involved self assessment and validation assessment visits by a group of trained accreditors who evaluated the training programs offered by local resource institutions.
- By the end of the grant agreement, LoGoTRIPhilNet was not able to conduct two major activities, namely, the recognition of LRIs that passed the accreditation process, and the roll out implementation of the accreditation process to other LRIs outside of those originally identified in the sub-grant agreements.

<b>List of Local Resource Institutions Accredited by LoGoTRIPhilNet</b>	
1.	Local Government Academy
2.	Tanggol Kalikasan, Inc.
3.	Mediator Network for Sustainable Peace (MedNet), Inc.
4.	GenTwoFifteen Development Foundation, Inc.
5.	Central Luzon State University
6.	Catanduanes State Colleges
7.	Apayao State College
8.	Kalinga-Apayao State College
9.	Romblon State University
10.	Gerry Roxas Foundation
11.	Iloilo CODE NGO, Inc.
12.	Siquijor State College
13.	Holy Name University – Center for Local Governance
14.	Mindanao University of Science and Technology
15.	Safer River, Life Saver Foundation, Inc. (SRLSFI) – Liceo de Cagayan University
16.	Father Saturnino Urios University
17.	Bukidnon State University

<b>List of LoGoTRIPhilNet Accredited LGU Sectoral Training Programs</b>	
<b>Administration (9 programs)</b>	
1.	Newly Elected Officials (NEO) Orientation Program
2.	Technology of Participation (ToP)
3.	Business Permit and Licensing system (BPLS)
4.	Academe - Community Engagement for Reforms and Sustainable Development Training Program
5.	Project CURE – Comprehensive and Unified Response to Eliminate Red Tape in LGUs
6.	Development Legislation: Improving the Quality of Local Policies Towards Development
7.	Executive Legislative course for Enhanced Local Leadership (EXCELL for Women)
8.	Streamlining Business Processes and Licensing System (BPLS)

<b>List of LoGoTRIPhilNet Accredited LGU Sectoral Training Programs</b>	
9.	Municipal Health Budgeting and Financing Program
<b>Social Services (12 programs)</b>	
1.	Barangay Justice Service System (BJSS)
2.	Training on Appropriate Dispute Resolution Processes (ADRP)
3.	Disaster Risk Reduction and Climate Change Adaptation
4.	Governance for Water and Sanitation (GO-WATSAN)
5.	Governance on Climate Change
6.	Human Rights Education and Good Governance Capacity Development
7.	Disaster Preparedness and Climate Change Adaptation Training
8.	Basic Mediation Training
9.	Conflict Mapping / Assessment Training
10.	BJA Certification Program
11.	Peace-Based Communication and Popular Education
12.	Province-wide Investment Planning for Health Program
<b>Economic Development (3)</b>	
1.	Entrepreneurial Development Training Program
2.	Livelihood Skills Training for Economic and Social Welfare for Sustainable Development
3.	Entrepreneurial Management
<b>Environmental Management (7)</b>	
1.	Institute of Environmental Governance Training (IEG)
2.	Environmental Law Enforcement Training (ELET)
3.	Community Based Solid Waste Management Training
4.	Environment Management Training Program
5.	Governance for Solid Waste – Social Transformation Through Environment Program for Effective Waste Management (STEP)
6.	Climate Change: Solid Waste Management and Biodiversity Conservation
7.	Environment and Disaster Risk Reduction Management Advocacy for Climate Change Adaptation
<b>Good Governance (10)</b>	
1.	Executive Course on Local Governance
2.	Public Service Excellence Program (PSEP)
3.	Institute of Good Practices in the Local Governance A Facility for Adaption and Replication / Local Environmental Planning Management (I-GOFAR / LEPM)
4.	Governance and Public Administration Training Program
5.	Coastal Communities Capacity Development Program
6.	Good Governance and Sustainable Rural Development Training Program
7.	Leadership and Governance Academy for Local Officials of Bukidnon
8.	Young Leaders Engaging in Actions for Development Program
9.	Grassroots Leaders Development Course for Good Governance
10.	Training Management for LGU

<b>List of LRIs and Accredited Training Programs</b>		
<b>INSTITUTION</b>	<b>PROGRAMS</b>	<b>ASSESSMENT VISIT</b>
Mindanao University of Science and Technology	1. Executive Course on Local Governance	August 19-20, 2010

<b>List of LRIs and Accredited Training Programs</b>		
<b>INSTITUTION</b>	<b>PROGRAMS</b>	<b>ASSESSMENT VISIT</b>
Holy Name University – Center for Local Governance	<ol style="list-style-type: none"> <li>1. Technology of Participation (ToP)</li> <li>2. Business Permit and Licensing system (BPLS)</li> <li>3. Public Service Excellence Program (PSEP)</li> <li>4. Barangay Justice Service System (BJSS)</li> </ol>	August 23-24, 2010
Tanggol Kalikasan, Inc.	<ol style="list-style-type: none"> <li>1. Institute of Environmental Governance Training (IEG)</li> <li>2. Environmental Law Enforcement Training (ELET)</li> <li>3. Training on Appropriate Dispute Resolution Processes (ADRP)</li> </ol>	Sept. 30-Oct. 1, 2010
GenTwoFifteen Development Foundation, Inc.	<ol style="list-style-type: none"> <li>1. Disaster Risk Reduction and climate change Adaptation</li> <li>2. Community Based Solid Waste Management Training</li> </ol>	October 4-5, 2010
Safer River, Life Saver Foundation, Inc. (SRLSFI) – Liceo de Cagayan University	<ol style="list-style-type: none"> <li>1. Institute of Good Practices in the Local Governance A Facility for Adaption and Replication / Local Environmental Planning Management (I-GOFAR / LEPM)</li> </ol>	October 11-12, 2010
Father Saturnino Urios University	<ol style="list-style-type: none"> <li>1. Governance and Public Administration Training Program</li> </ol>	October 14-15, 2010
Catanduanes State Colleges	<ol style="list-style-type: none"> <li>1. Environment Management Training Program</li> <li>2. Entrepreneurial Development Training Program</li> <li>3. Academe - Community Engagement for Reforms and Sustainable Development Training Program</li> </ol>	October 18-19, 2010
Siquijor State College	<ol style="list-style-type: none"> <li>1. Coastal Communities Capacity Development Program</li> </ol>	November 17-19, 2010
Local Government Academy	<ol style="list-style-type: none"> <li>1. Governance for Solid Waste – social Transformation Through Environment Program for Effective Waste Management (STEP)</li> <li>2. Governance for Water and Sanitation (GO-WATSAN)</li> <li>3. Governance on Climate Change</li> <li>4. Project CURE – Comprehensive and Unified Response to Eliminate Red Tape in LGUs</li> <li>5. Development Legislation: Improving the Quality of Local Policies Towards Development</li> <li>6. Executive Legislative course for Enhanced Local Leadership (EXCELL</li> </ol>	March 1-3, 2011

List of LRIs and Accredited Training Programs		
INSTITUTION	PROGRAMS	ASSESSMENT VISIT
	for Women) 7. Streamlining Business Processes and Licensing System (BPLS) 8. Newly Elected Officials (NEO) Orientation Program	
Apayao State College	1. Good Governance and Sustainable Rural Development Training Program	March 7-8, 2011
Kalinga-Apayao State College	1. Livelihood Skills Training for Economic and Social Welfare for Sustainable Development 2. Human Rights Education and Good Governance Capacity Development 3. Disaster Preparedness and Climate Change Adaptation Training	March 10-11, 2011
Mediator Network for Sustainable Peace (MedNet), Inc.	1. Basic Mediation Training 2. Conflict Mapping / Assessment Training	March 31 – April 1, 2011
Bukidnon State University	1. Leadership and Governance Academy for Local Officials of Bukidnon	April 11-12, 2011
Gerry Roxas Foundation	1. BJA Certification Program 2. Municipal Health Budgeting and Financing Program 3. Young Leaders Engaging in Actions for Development Program 4. Peace-Based Communication and Popular Education 5. Province-wide Investment Planning for Health Program	May 9-10, 2011
Iloilo CODE NGO, Inc.	1. Grassroots Leaders Development Course for Good Governance	May 20-21, 2011
Central Luzon State University	1. Training Management for LGU 2. Entrepreneurial Management 3. Climate Change: Solid Waste Management and Biodiversity Conservation	May 24-25, 2011
Romblon State University	1. Environment and Disaster Risk Reduction Management Advocacy for Climate Change Adaptation	June 14-16, 2011

Activities according to timeframe.

Sub-activities	Time Frame	Status
<i>Activity 2.3: Peer-based assessment and accreditation system for local governance trainings.</i>		
2.3.1. Meetings and consultations with LGA and LoGoTRI-PhilNet's Board of Directors	December 2009	Completed

Sub-activities	Time Frame	Status
2.3.2. Formation of Technical Working Committee (TWC) to design the: a) Mechanics for the accreditation system b) Monitoring system for continuous observance of the LRIs on the standards set forth by the system	December 2009	Completed
2.3.3. TWC interviews and consultations with experts on the field and with selected members	Jan-Feb 2010	Completed
2.3.4. Presentation of the draft system to LoGoTRI-PhilNet's members in a general assembly for review and approval, and adoption of the Board of Directors	March 2010	Completed in May 2010.
2.3.5. Invitation to LRIs for pilot implementation	March 2010	Completed
2.4.6: Conduct of accreditation on selected areas/region	July-Oct 2010	Conducted but delayed and below target. LoGoTRIPhilNet extended the accreditation up to May 2011.
2.4.7. Recognition of LRIs that have passed the accreditation, during the General Assembly	Nov 2010	Not conducted
2.4.8. Roll-out implementation to other LRIs	Nov 2010	Not conducted

### Implementation Challenges

- The number of accredited local resource institutions of LoGoTRIPhilNet is below its original target. This can be attributed to a number of reasons: 1) non-responsiveness of local resource institutions to the invitation for accreditation of LoGoTRIPhilNet, 2) conflicting schedules of the LRIs and of the accreditors, 3) changes in the internal management of local resource institutions, 4) unprepared documents for accreditation.
- The original plan to prioritize LRIs Mindanao-based local resource institutions was not achieved. Mindanao LRIs had poor response rate to LoGoTRIPhilNet's invitation for accreditation despite consistent and constant follow-ups made by LoGoTRIPhilNet secretariat staff.
- The shortfall in the target number of local resource institutions accredited (17 out of 25) is a manifestation of the LRIs' lack of incentive to have their programs accredited due to perceived costs, extensive preparations, and non-immediate gains. Since many members of the LOGOTRI-Philnet are college or university extension facilities, they give higher priority to the accreditation of national education regulatory agencies such as the Commission of Higher Education (CHED), the Philippine Association of Colleges and

Universities Commission on Accreditation (PACUCOA), and the Accrediting Agency of Chartered Colleges and Universities in the Philippines (AACUP).

- LoGoTRIPhilNet failed to conduct two activities under the sub-grant. These are: 1) Recognition of local resource institutions that have passed the accreditation, and 2) roll-out implementation of the accreditation process to other LRIs outside of the 25 initially identified. LoGoTRIPhilNet was not able to convene its members for another General Assembly to recognize accredited LRIs. It was constrained by the geographical location and conflicting schedules of LRIs. On the roll-out implementation, comparing the list of the initial 25 LRIs identified for accreditation at the start of the sub-grant and the list of those accredited, LoGoTRIPhilNet has actually deviated from the original list. Of those 17 that were accredited, only 10 were in the initial list, while the other seven were not.

#### Outputs of the Activity:

1. Guidelines for accreditation of local resource institutions and their training programs.
2. List of accredited local resource institutions.
3. List of accredited training programs by local resource institutions.

*Activity 2.4: Books for Asia (in Mindanao).*

#### Specific Objective/s.

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

#### Description of Activities.

Since 2003, the TAG project has been collaborating with a long standing program of the Foundation — Books for Asia (BFA). Since then, the activity has complemented the local governance activities under the TAG project. For TAG project phase 4, the Foundation committed to hold six books turn over events over the course of the project. Throughout fiscal 2011, the Foundation hosted 12 books turn over events thereby exceeding by 100 percent the total number of books events it committed (from 6 to 12). The Foundation partnered with eight provincial governments and four city governments in these book drop events. Provincial and city governments provided the warehouses for the boxes of books, transported the books to the intended municipalities and schools, and organized the book distribution events.

Recipient of the books are schools located in local governments that are receiving technical assistance from the TAG project, and those local governments that applied for technical assistance but were not successful in meeting the project requirements. In addition, city governments that are participating in the budget transparency work of the TAG project are also recipients of the books, as well as the TAG project's partner civil society organizations and local resource institutions. The 12 books turn over events distributed 127,967 books to 2,773 schools in Mindanao, with an estimated total value of books amounting to \$2,238,488.

## Summary of Accomplishments.

- February 9, 2011. The first books turn over ceremony under TAG 4 was held in the province of Agusan Sur. The event highlighted the distribution of 8,800 books and reference materials to 167 public elementary and secondary schools; and five local government libraries in the towns of Sta. Josefa, Bunawan, Trento, San Francisco and Bayugan. Public Libraries of the municipality of Prosperidad and the Provincial Library of Agusan Del Sur also benefited from the donation. Present during the books turn over ceremony were Hon. Santiago B. Cane, Jr., Vice Governor; Hon. Cesar Alonte, Sangguniang Panlalawigan Chairman on Education, Dr. Virginia Quizon, Assistant Schools Division Superintendent, principals, head teachers and students from all recipient schools.
- February 11, 2011. The Foundation held the second books turn over event, this time for the province of Surigao Del Sur. The highlight of the event was the distribution of 7,670 books and reference materials to 147 public elementary and secondary schools; and four local government libraries in the municipalities of Cagwait, Carrascal, Hinatuan and Bislig City. Public Libraries of Tandag and Provincial Library of Surigao Del Sur also benefited from the donation. The event was attended by Governor Johny Pimentel, Mayor Candelario Viola of the municipality of Hinatuan, Vice Mayor Carlosito Avila of the municipality of Cagwait, and Ms. Gregoria T. Su, OIC Schools Division of Surigao Del Sur. In addition, more than one hundred school principals and students. Members of the local media such as Radyo ng Bayan, Philippine Information Agency, Gold Star Daily, and TV6 also covered the event.
- July 19-22, 2011. The Foundation held five separate books turnover ceremonies in the provinces of Sarangani, South Cotabato, Sultan Kudarat and in the cities of General Santos and Tacurong. The events highlighted the distribution of more than 28,000 books and reference materials to 558 public elementary and secondary schools; and 13 local government libraries. Books distributed were accepted by the local chief executives of the recipient local governments: Governor Miguel Dominguez for Sarangani, Governor Arthur Pingoy for South Catabato, Vice Governor Ernesto Matias for Sultan Kudarat, Mayor Darlene Antonino-Custodio for General Santos City, and Mayor Lina Montilla for Tacurong City. The events were also attended by school principals, teacher representatives, and students of recipient schools.
- September 14, 2011. The Foundation held a separate Books distribution event in Panabo City. Three thousand five hundred seventy five books for 77 schools were officially received by Mayor Jose L. Silvosa Sr., accompanied by Vice Mayor James Gamao, City Councilors Janrey Gavina, Alan Piedad, Emeterio Blase, Jovito Glodo, Ferdinand Gocon, and Department of Education Education Program Supervisor Azucena Bendijo.
- September 27-30, 2011. The Foundation held four separate books distribution events in the provinces of Compostella Valley, Davao Del Norte, and Davao Del Sur and in the city of Digos. A total of 22,960 books were distributed to 443 public and private schools in these local governments.



Summary of Books Distributed under TAG4, by Region: October 2009 to September 30, 2011

PERIOD: October 2009- September 2011		REGION						TOTAL
		IX	X	XI	XII	ARMM	CARAGA	
Elementary	Public	4525	13003	28935	6379	3334	12220	68396
	Private		50	888		215		1153
Secondary	Public	414	44	5857	975	744	2960	10994
	Private		19	809	70	199	145	1242
Colleges & Universities	Public	1258	665	1075	699	603	385	4685
	Private	630	2353	6510	2476	1483	549	14001
Non- Academic	Public	6310	3664	5975	3563	2120	3029	24661
	Day Care	1300	150	250		50		1750
	Private	50		631	100	254	50	1085
<b>Total</b>		<b>14487</b>	<b>19948</b>	<b>50930</b>	<b>14262</b>	<b>9002</b>	<b>19338</b>	<b>127967</b>

Number of School Recipients by Region.

PERIOD: Oct. 2009 – Sep. 2011		REGION						TOTAL
		IX	X	XI	XII	ARM M	CARA GA	
Elementary	Public	111	262	871	133	56	262	1,695
	Private		52	18	1	2		73
Secondary	Public	9	1	182	24	16	73	305
	Private		1	15	1	4	2	23
Colleges & Universities	Public	12	12	20	8	8	9	69
	Private	22	36	115	38	16	12	239
Non- Academic	Public	105	48	64	43	20	34	314
	Day Care	28	3	5		1		37
	Private	1		9	1	6	1	18
<b>Total</b>		<b>288</b>	<b>415</b>	<b>1,299</b>	<b>249</b>	<b>129</b>	<b>393</b>	<b>2,773</b>

### III. Program Management

Staffing for the project is well established. The Foundation has seven full time staff working for the project. Four are based in Mindanao, while three are Manila based but with frequent travels to Mindanao. The Foundation also engaged the services of two half-time consultants to help design the technical assistance modules, and provide quality control on the technical assistance activities provided by partner local resource institutions.

Assisting in the implementation of project activities are ten local resource and academic institutions, namely:

- Balay Mindanao Foundation, Inc. (BMFI)
- Galing Pook Foundation Inc. (GPFI)
- Local Governance Training and Research Institutes Philippine Network (LoGoTRIPhilNet)
- Notre Dame Business Resource Center (NDBRC)
- Ateneo de Davao Resource Center for Local Governance (ARCLG)
- Maguindanao Foundation for Good Governance Development, Inc. (MFGGDI)
- Fr. Saturnino Urious Research and Extension Office of the Fr. Saturnino Urious University (FSUU)
- Misamis University Community Extension Program, Capitol University (CU)
- Integrated Resource Development for Tri-People, Inc. (IRDT)

For activities where expertise of local resource institutions is not readily available, the Foundation engaged the services of seven individual consultants to help implement project activities. Figure 1 shows the existing structure of the project management.

**Figure 1**

