



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

**A SEMI-ANNUAL REPORT FROM THE ASIA FOUNDATION
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USAID-funded project with The Asia Foundation
(Award No. 492-A-00-99-00020)
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SUMMARY

This semi-annual report covers the activities from January 2006 through June 2006 under the Transparent Accountable Governance (TAG) Project of The Asia Foundation, with a grant from the United States Agency for International Development (USAID). The grant covers the period from September 22, 1999 to September 30, 2007.

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

Building on the successes reaped by the initial national counter-corruption efforts and an improved overall political environment for counter-corruption reform, the project now focuses on four areas: 1) national level counter-corruption advocacy, 2) extending the national efforts to the city level in Mindanao, 3) broadening opportunities for peace and economic development in Mindanao through improved local governance especially in the Autonomous Region of Muslim Mindanao (ARMM) and its neighboring conflict-affected areas, and 4) empowering women to become effective local leaders.

At the national level, private sector and non-governmental networks are major players in sustaining anti-corruption activities in the face of fluctuating political and governmental situations. At the same time, these networks need to work in tandem with reformers in government in order to have the greatest impact. Thus, the TAG project works to sustain the networks, provide assistance to government, and measure impacts of anti-corruption activities. A particular focus is in the implementation and refinement of new procurement procedures under the Government Procurement Reform Act. Notable accomplishments during this reporting period include:

- Textbook monitoring with the Department of Education;
- Signing of a Memorandum of Agreement between the Department of Health, Procurement Watch, Inc., and the National Movement for Free Elections (NAMFEL) to develop an anti-corruption measurement methodology, the Differential Efficiency Expenditure Management (DEEM) Tool;
- The conduct of the 6th Annual Survey of Enterprises on Corruption;
- A partnership with the Development Academy of the Philippines to provide general support to the Office of the Ombudsman for the formation of the National Anti-Corruption Plan of Action (NACPA) secretariat; and

- A scoping study on local government implementation of the new procurement law.

Partners for national-level efforts during this period were the Office of the Ombudsman, the Government Procurement Policy Board, Makati Business Club, Ateneo Center for Social Policy and Public Affairs, Social Weather Stations, Transparency Accountability Network, Procurement Watch, and Development Planning and Environmental Management.

At the city level, with private sector and civil society engagement, serious efforts are being made to improve transparency and accountability in government transactions. In particular, the project builds city government capacity to restructure administration to reduce local practices that decrease efficiency, increase the cost of doing business, and discourage investment at the same time. The project also emphasizes increasing the availability and accessibility of information to citizens.

The Asia Foundation is currently working in 16 cities in Mindanao.¹ In those cities, the project continues to support advocacy efforts through the civil society City Transparency and Accountability Networks (CTANs) and the private sector-led City Coalitions for Transparent Accountable Governance (CCTAGs). To complement the reform agenda of cities, the Public Service Excellence, Ethics, and Accountability Program is developing a customer-oriented culture within city governments, increasing the transparency processes and procedures, and enhancing the accountability of city bureaucrats. Beyond Mindanao, the TAG project has provided support to the Philippine Cities Competitiveness Ranking Project of the Asian Institute of Management.

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

At the municipal government level, technical assistance activities are being implemented to improve local government operations, planning and budgeting, resource mobilization, and organizational development, among others. To date, the Foundation, through its local partners, has delivered a total of 182 technical assistance packages in 94 municipalities in ARMM and neighboring conflict-affected municipalities. Of the 182 technical assistance packages, 153 have been completed while 29 technical assistance packages are still ongoing. Capacity building of 32 local academic, nongovernment, and resource institutions has been undertaken to increase their ability to be effective partners of local governments. Accomplishments at the municipal level include: conduct of training of trainers on barangay and municipal development planning for 473 local trainers in Mindanao; crafting of development plans in 50 municipalities and 596 barangays; and the implementation of Public Service Excellence, Ethics and Accountability Program in 16 municipalities and 2 provinces.

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

Implementation of these activities at the municipal level for this reporting period was undertaken in partnership with: Bangsamoro Women Foundation for Peace and Development; Maguindanao Foundation for Good Governance and Development; Kahapan Foundation; Institute of Development Economics and Management-Resource Development Services; Associated International Developers and Local Initiatives for Enhancement, Inc.; Mindanao Kalibugan Tribe Islamic Foundation; Universidad de Zamboanga; Coalition for the Development of Sibuguey; and the Muslim League of Cities, Municipalities, and Communities of the Philippines.

With additional funding beginning fiscal year 2006, a special focus was given to empower women to become effective local leaders. In collaboration with local partners, the Foundation has developed a Survey Questionnaire for Elected Women Leaders to serve as a tool in measuring the competencies and evaluating the effectiveness of the activities. The Foundation is working with the Ateneo School of Government, DAWN Foundation, and Al-Mujadilah Foundation to carry out activities such as: conduct of political leadership trainings for women councilors in Luzon, Visayas, and Mindanao; establishment of a network for elected women officials; and the production of a documentary, “Women as Effective Political Leaders,” to highlight the political transformation of selected women councilors.

TAG is a holistic project approach that advances counter-corruption and good governance efforts in the Philippines and it cuts across the national, city, and municipal levels. In order to capture this holism, this report is divided in accordance with three themes, which reflect the current focus of the project:

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

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

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

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

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

INCREASING TRANSPARENCY AND ACCOUNTABILITY IN GOVERNMENT TRANSACTIONS

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

Textbook Monitoring with the Department of Education

On January 20 and 27, focused group discussions (FGDs) for representatives from the Department of Education (DepED) and civil society organizations were organized to obtain insights on the proposed institutionalization of the Textbook Count project. A direct result of the FGD was the proposed “Memorandum on Institutionalizing NGO and Private Sector Participation in the Department’s Procurement Process” presented to the Acting Secretary Fe Hidalgo on June 13, 2006. Upon her recommendation, a knowledgeable group, comprised of DepED officials and members of the Instructional Materials Coordinating Secretariat, will review the draft memorandum prior to final approval.

Under the combined strength of the Department of Education and civil society volunteers, 76% of the delivery receipts, or approximately P48 million out of P63 million worth of textbooks and manuals, were accounted for. The highest percentage of deliveries monitored was in the Visayas (87%), followed by Mindanao (79%), and Luzon (63%).

Post-evaluation workshops held on May 11 and 16, 2006 at La Union and Cebu saw a marked increase in receptiveness of stakeholders to institutionalize the monitoring and delivery mechanism within the Department of Education. Also notable, is the progress made in regards to the delivery of textbook, therefore the stakeholders have focused on expanding monitoring to other procurement items.

The Government Watch of the Ateneo School of Government is currently working with the Department of Education to finalize the draft memorandum circular.

Advocacy on Procurement Reforms

With the passage of the Government Procurement Reform Act (Republic Act 9184), the Government has stepped up its fight against graft and corruption in public procurement. The inclusion of a civil society organization and a professional association representative as observers on the Bids and Awards Committee (BAC) has facilitated transparency and the provision of the necessary check and balance in government procurements. The presence of

these observers has led to the need for a feedback handling mechanism for monitoring reports and complaints submitted by BAC observers.

Observer Feedback Handling Mechanism

Procurement Watch Inc. (PWI), in partnership with the Office of the Ombudsman (OMB), has completed the first phase of the feedback handling mechanism project. The project developed a mechanism for receiving procurement monitoring reports submitted by Bids and Awards Committee (BAC) observers. The final mechanism includes diagnostic and evaluation reports to provide more accurate information on BAC members and the procuring entity. This project aims to give more “teeth” to observer reports by allowing them directly to ask the Office of the Ombudsman to intervene in the procurement process.

The project was presented to the incumbent Ombudsman, Ma. Merceditas Navarro-Gutierrez, in the first quarter of the current year, and was subsequently approved in June 2006. The formal signing of the Memorandum Circular of the Feedback and Complaint Handling Mechanism will be completed in July 2006.

Scoping Study on Issues on Local Procurement

The Development Planning and Environmental Management, Inc. (DPEM) has conducted the *Scoping Study on Issues on Local Procurement Post-Republic Act 9184* to determine the status of implementation by local governments of key relevant provisions of the new Government Procurement Reform Act (Republic Act 9184). The scoping study focused on the following concerns: organization and functioning of the Bids and Awards Committee (BAC), the BAC Secretariat, and the BAC Technical Working Group; preparation and implementation of procurement plans; utilization of the electronic procurement system; dissemination of information on government tenders; and capability building needs of the BAC, the Secretariat, and the Technical Working Group.

In addition to the identification of key operational issues in the implementation of the procurement law, an important output of the study is the determination of the capability building needs of the Bids and Awards Committees, the BAC Secretariats and Technical Working Groups and other needed interventions to ensure that the BACs effectively perform their functions as mandated by the new procurement law.

The study covered a total of 49 local government units (LGUs) from all regions including the Cordillera Autonomous Region and the Autonomous Region in Muslim Mindanao. The number of local government units (12 provinces, 12 cities, 12 municipalities, and 13 barangays) was evenly distributed among the island groups of Luzon, Visayas and Mindanao.

From the data gathered during field interviews and focused group discussions held beginning September 2005, LGU-specific conclusions were generated on issues such as competition, privatization, efficiency, transparency, accountability, standardization, as well as concerns on Bids and Awards Committee members and observers. From May to June 2006, the LGU-specific results of the study were presented to the local government leagues, such as Liga ng

mga Barangay, League of Cities, League of Municipalities, and League of Provinces. The meetings gathered insights and comments from League representatives; these will be incorporated in the final report of DPEM. A copy of the report will be provided to the GPPB the individual leagues of local governments, and donors in the Philippine Development Forum. The conclusions and recommendations drafted by DPEM have proven useful for the leagues to further discuss the next steps and possible actions that can be undertaken to address issues on local procurement. The study will also be presented to the Government Procurement Policy Board, House of Representatives, the Senate and other national government agencies concerned by end of July 2006. The box below contains some of the initial issues related to the implementation of the procurement law that were identified during the field interviews and focused group discussions.

Issues on Local Procurement-Post R. A. 9184

- The procurement process is tedious with too many documentation requirements.
- Private sector representatives, representatives of non-government organizations and professional associations are now relegated to mere observers from previously being regular BAC members.
- The honoraria for BAC members does not compensate for added workload since the income stream is not steady.
- In seminars on the new procurement law, there are too many participants and very little time for documents to be properly explained. Lecture handouts and forms are difficult to understand.
- The procurement by electronic means is disadvantageous to local suppliers and the local economy.
- Centralized stocking is subject to inferior quality of goods and non-availability of stocks at pick-up time (create additional cost for transporting supplies).
- Majority of local government units prefer to use local media since the required advertisement in national newspapers is too costly.
- The Bids and Awards Committee need to build their technical skills in the evaluation of bids.
- The basis for alternative methods of procurement is not clear and absolute.

Establishing Local Networks of Civil Society Bids and Awards Committee Observers

The Evelio B. Javier Foundation, Inc. (EBJFI) is implementing a series of trainings with ten civil society organization (CSO) networks in Luzon and Visayas. The trainings consist of lecture presentations, mock biddings, case study analysis, and small group and plenary discussions, and aim to: 1) organize local civil society organizations in the area into a network of BAC observers and establish a deployment and coordination mechanism for their participation in the procurement process; 2) build the awareness of these local CSOs on the provisions of the New Procurement Law; and 3) establish a system on the use of the Observer Feedback Handling Mechanism earlier developed by this project in partnership with the Office of the Ombudsman and the Procurement Watch, Inc. for regular submission by the BAC network to the Regional Ombudsman.

A total of 300 participants representing 150 civil society and non-government organizations from ten provincial or city networks are expected to graduate from the training program and sit as BAC observers in their respective local governments. To date, the trainings have benefited 59 BAC observers and have been completed in the following areas:

- May 4-5 for the provinces of Iloilo and Guimaras
- June 1-2 for the provinces of Capiz and Aklan.

Subsequent trainings for the provinces of Cebu, Negros, Palawan, and Bicol region will be held from July to September 2006.

As a result of the trainings, civil society groups in the provinces of Iloilo, Guimaras, Capiz, and Aklan are now equipped with the necessary knowledge and skills to enable them to effectively participate in bidding processes. The strong commitment to promote transparency in the new procurement system is evident among the civil society representatives as seen in the discussions during the trainings.

Symposia on the Government Procurement Reform Act

From August 2005 to April 2006, a total of 412 representatives from thirteen cities have undergone the orientation on the new procurement law.² The representatives are drawn from civil society groups and city governments. The orientation was focused on the role of civil society as an observer in the Bids and Awards Committee. The orientation enabled the civil society organizations in these cities to better understand the importance of their participation in BAC as observers, and thus they are now inspired to be more active and willing to participate in the procurement process of their respective city governments.

Prior to the city roadshow, a training of trainers on the Government Procurement Reform Act was conducted by Procurement Watch, Inc. for the Mindanao Coalition of Development NGO Networks (MINCODE), who in turn, facilitated the orientation in the thirteen cities. MINCODE also linked with the League of Cities of the Philippines in ensuring the commitment of the participating cities to attend the seminars.

Business Permit and Licensing Study

The process documentation study on business permits and licensing systems in sixteen cities was carried out by the Ateneo Resource Center for Local Governance for the period of January 3-20, 2006. The annual study began in 2003, initially with seven Mindanao cities. For 2006, the study covered all the 16 cities of the TAG project. The study will identify areas for reform and improvement, as well as provide guidance to city governments in re-designing their business permits and licensing systems. The actual observation and process documentation covered both new and renewal of business registration. Researchers were hired to document the process and gather data on the following:

- Number of steps from start to finish;

² Davao, Digos, Kidapawan, Koronadal, Butuan, Tagum, Panabo, Cagayan de Oro, Valencia, Ozamis, Pagadian, Dipolog, and Zamboanga

- Number of minutes, hours or days devoted for each step;
- Number of forms, clearances and signatories required for each step;
- Frequency of a particular document going back for signature of a particular person;
- Absence or presence of information, flow charts, referral systems and schedule of fees disseminated to public;
- Accessibility of required forms;
- Transparency in the computation of fees for payments and;
- Positions of personnel involved in the renewal process.

In addition to the process documentation, perception surveys and focused group discussions were conducted in February and March to validate the information gathered during the actual observation of the system. The results of the study were presented through management reports to each of the sixteen city governments in March to April.

Important Findings on Business Permits and Licenses Renewal System in 2006 of the 16 TAG Cities in Mindanao
<p>Time in Getting Business Permit</p> <ul style="list-style-type: none"> • The range of waiting and processing times among the cities was very broad as some cities did not implement a one-stop-shop (OSS). <p>§ The highest time was registered in a city without a one-stop-shop for business permit renewal.</p> <p>§ In general, cities that implemented the OSS had a shorter time for getting a business permit.</p>
<p>Number of Offices and Signatures Involved</p> <ul style="list-style-type: none"> • From the cities that provided information on this aspect, the data was not consistent. • Some included the National Offices of the Bureau of Internal Revenue, Department of Trade and Industry, Social Security System, Philhealth, among others. • Others focused on the city government offices involved only. • The cities differed in the number of signatures: <ul style="list-style-type: none"> ○ one city expressed that only a single signature was needed (that of the Mayor) with the other signatures only for recommending approval. ○ other cities classified all the signatures into "approving" signatures since "recommending" signatures were required for the application to move forward to the next step.
<p>Required Fees of the Business License and Permit</p> <p>§ Most cities did not include the fees of the national government agencies such as the Bureau of Internal Revenue, Social Security System, etc.</p> <p>§ In some cities, fees might be lumped into single fee but in other cities, the fees were separated.</p> <p>§ There were differences between the rates being charged across cities. This may depend a lot on the economic situation for business in the different cities. In many cases, cities have outdated revenue codes formulated five or ten years ago; thus the rates charged remain unchanged.</p>
<p>Perception Survey in the Area of Information</p> <ul style="list-style-type: none"> • Of the three areas where the weighted average of the cities was over 3 (passing), two were related to the forms used and one was on the availability of information personnel. <p>§ The highest rating was on the readily available forms. This is the most easily complied standard as the cities have a good estimate of the number of businesses that will be reviewing their permits based on previous year's issuance of business permits.</p> <p>§ The three lowest ratings were on the presence and clarity of the flowcharts, an information area that most of the cities did not pay sufficient attention to.</p>
<p>Perception Survey in Relation to Procedure</p> <p>§ In terms of procedure, the aggregate score of the 16 cities passed in only two areas evaluated. These were the identifiable responsible person and the ease in compliance with the requirements.</p>

<p>§ The two lowest areas were on backtracking of procedures and the reduction in the number of signatories required. Respondents perceive that the system can still be improved.</p> <p>§ The lowest score was with regard to consistency of actual steps with the displayed flowchart. This is a relatively simple requirement but is generally not given much attention.</p>
<p>Perception Survey with Focus on the Personnel</p> <p>§ The cities fared best in the personnel evaluation, compared to the procedure and information areas, getting passing weighted average in four out of seven areas evaluated. The areas all dealt with customer relations, personnel behavior and qualities.</p> <p>§ The highest score was given to the criterion that the personnel are able to respond to queries immediately, indicating a high level of knowledge on the requirements and procedures.</p> <p>§ Inversely, the lowest rating for a city dealt with the wearing of uniform and ID by the personnel, an area that can be focused on by the cities to reflect employee's pride in their office and work.</p>
<p>Perception Survey on Corruption</p> <p>§ Corruption in the business permit renewal is not very common: on average only one respondent said they had been approached as against 80 who said they did not experience it.</p> <p>§ On a per city basis, four respondents in one city stated that they had been approached by fixers. This is rather significant considering the random selection of the respondents and the number of respondents compared to the total number of clients for business permit renewal.</p> <p>§ A high count of 7 respondents in one city indicated willingness to give bribes, saying that they were willing to give as much as P 1,000 for the "facilitation" of their business permits. This indicates a high level of frustration and dissatisfaction with the system.</p>
<p>Problems Stated by Personnel and Heads of Offices</p> <p>§ Three of the top five problems expressed by the personnel and heads of offices related to customer behavior such as difficulty in determining gross sales, not being ready with requirements, and the tendency to rush during the deadline.</p> <p>§ Concern for their own knowledge and skills to deliver the services ranked next, noting a lack of orientation on OSS and the lack of training on computer operation.</p> <p>§ Leadership concerns were also present such as absence of signatories and the political intervention particularly in the determination of gross sales.</p>

Reform Agenda of Mindanao Cities

For this reporting period, all 16 TAG cities have already completed the diagnosis, crafting of strategies, and re-designing of their respective systems. From January to March, testing of the re-designed systems was done, and a series of assessment workshops were organized by thematic groupings to evaluate the implementation of the re-designed system and propose further improvements before the adoption of improvements. Herewith are the results of the assessment workshops:

Streamlining the Business Permits and Licensing System (BPLS).

Streamlining of the BPLS was done in the cities of Zamboanga, Ozamiz, Oroquieta, Malaybalay, Tacurong, and Koronadal. All six cities reported positive results: significant increase in their collections when compared to last year's (Zamboanga City tripling its business tax collection); increase in the number of permit applicants (Malaybalay increasing its number of registered business by 50%); simplified forms and procedures; and decrease in the number of signatories and processing time (see Koronadal, Oroquieta, Ozamiz, and Tacurong). As the cities learned from the unique experiences of each other, they were also able to identify more ways of further improving their licensing systems.

Business Permits and Licensing System Assessment

Cities	Results/ Impact
Koronadal	<ul style="list-style-type: none"> § Decreased number of days for business permit processing time from 7 days to three days at an average of only one day § Increased number of business permit renewal from 70% to 85% § Decreased number of processing stations from 10-15 to 1 site which is the City Hall utilizing 2 floors § Decreased number of forms from 4 to 2, which is the Application and the Inspection Report Forms § Increased AGR of business tax collection from 10.6 % to 15 % § Reduced number of signatories
Malaybalay	<ul style="list-style-type: none"> § Reduced processing time from 2 hrs and 10 minutes to 1 hr and 30 minutes § Increased number of registration of new business establishments from 200 to 300 § Increased percentage of business permit renewal from 45% to 54%
Oroquieta	<ul style="list-style-type: none"> § Increased collections during the January 1 - February 9 period from PhP 2,454,805.19 in 2005 to PhP 2,499,817.17 of the same period in 2006 (increase of PhP 45,011.98) § Reduced processing time from 1.6 days in 2005 to 2 hours, 1 minute and 40 seconds in 2006
Ozamiz	<ul style="list-style-type: none"> § Increased collection from PhP 19,179,518.00 in 2005 to PhP 22,046,606.35 in 2006 a 14% increase § Simplified application forms § Reduced processing time from 3 days to half day § Display of flowchart and signages
Tacurong	<ul style="list-style-type: none"> § Increased collection from PhP 3,357,237.37 in January 2-20, 2005 to PhP 5,489,345.89 for the same period in 2006 or an increase of PhP 2,132,108.52 (63.5%) § Increased number of business permits issued from 311 in January 2-20, 2005 to 565 for the same period in 2006 or an increase of 254 business permits issued (81.6%) § Reduced processing time from 2.58 days to about 2 hours § Reduction in the number of forms from 2 to 1 and the number of signatories from 11 to 4
Zamboanga	<ul style="list-style-type: none"> § Increased collection for Business Tax from PhP 9,995,053 in 2005 to PhP 29,488,651 in 2006 (295.03% increase) § Introduction of a waiver for businesses who have deficiencies in locational clearance which have resulted to the increase in collection § Assessed payment prior to completion of all requirements, resulting in the increase in collection

As part of the activities in the cities of Malaybalay, Tacurong and Koronadal, the Ateneo School of Government has conducted a workshop on investment promotion and development in August 2005 and an investment code and promotions writeshop in September 2005 for the three cities. Both activities provided opportunities for cities to analyze their current investment environment, identify a shared vision for investment, prioritize investment areas, and draft an investment code or revise the existing one to promote their cities to potential investors.

From October 2005 to March 2006, the three city governments refined their draft investment code for submission to their respective city councils. Following the conduct of research and

analysis of the baseline information, an Investment Action Planning Workshop was held on March 23-24, 2006 in Koronadal City for the three cities to formulate investment priorities. The previous outputs of earlier events served as basis for the project implementation plans developed by the cities during the workshop. The project implementation plans indicated the short-term programs and projects that can be pursued to enable the cities to take advantage of the results of the technical assistance.

Workshop participants found the various activities, such as study tour or cross-visits, very enriching since they provided first-hand experience of initiatives that can be adapted. The members of the technical working groups in each city contributed significantly to the effective implementation of activities. The interaction among the cities allowed for identification of possible complementary projects in the future, especially in implementing plans for local economic development.

Transparent Management of Economic Enterprises and Public Services

This intervention covers the cities of Iligan, Dapitan, Butuan, Samal, Cotabato, and General Santos. These six cities are implementing reforms in the management of different city government operations such as the public market and bus terminal as well as city services such as the hospital and processing of zoning deviations.

After the assessment of the management systems of economic enterprises and public services, the cities presented different results and levels of achievements. Some cities reported increased collections, others boasted of more rationalized targets, and improved staff performance. One city reported a reduction in the incidence of petty crimes and another succeeded in involving citizen organizations in the management of the economic enterprise. Still another shared the reduction in the cost of managing the venture and success in projecting a positive image to the public. Specifically in Cotabato City, billboards and signs have been installed in the areas near the Cotabato Mega Market. The signs contained the following information: schedule of market rates and fees, parking fees, market policies, price monitor, traffic signages, schedule for licensing, and the business permit application flow chart.

Transparent Management of Economic Enterprises and Public Services Assessment

Cities	Reform Agenda	Results/ Impact
Butuan	Improving Transparency, Accountability, and Efficiency in Public Market Operations	<ul style="list-style-type: none"> Increased fee collections for ambulant vendors at an average of PhP 3,000 during the test run period. Updated inventory of regular stalls and 70% completion of inventory of ambulant stalls that serves as basis for collection and for cross-checking of daily collection Managed ambulant vendors by permanently relocating them to the Taboan Trade Center Increased participation of vendors in cleanliness and orderliness of the market by organizing them per section

Cotabato	Improving Transparency, Accountability, and Efficiency in Public Market Operations	<ul style="list-style-type: none"> § Minimized delinquent accounts § Increased occupancy rate of legitimate vendors § Reduced incidence of tardiness and under performance of market personnel § Updated inventory as basis for collection targets for collectors and monitoring by market inspector § Improved traffic management within market area § Minimized incidence of petty crimes in the market § Increased participation of vendors in the city market management
Dapitan	Improving Transparency, Accountability, and Efficiency in Public Transport Terminal and Public Market Operations	<ul style="list-style-type: none"> § Increased collections by 27% over a one-month implementation of the re-designed system § Improved monitoring of bus terminal operations by daily submission of collection reports by revenue collectors and ticket checkers § Informed and well-oriented revenue collection officers § Increased accountability through an enhanced monitoring system
Iligan	Improving Transparency, Accountability and Efficiency in Public Transport Terminal Operations	<ul style="list-style-type: none"> § Better performance and more motivated staff involved in collection operations § Improved services to the riding public § Operators/Dispatchers Federations active partners of city government in serving the riding public § Increased collection for both terminals § Eliminated existence of illegal terminals § Increased income for legal operators and dispatchers § Reduced or eliminated corrupt practices among collectors/dispatchers and traffic enforcers such as non-issuance of ticket stubs
General Santos	Improving Transparency, Accountability and Efficiency of Admission to Discharge of Patients in General Santos City Hospital	<ul style="list-style-type: none"> § Increased participation in hospital management and highly motivated staff § Reduced number of absconding patients from 80 in August 2005 to 9 in December 2005 § Quantified hospital services to indigent patients § Increased participation of hospital staff in hospital management § Faster procurement of effective medicines § Reduced hospitalization costs for patients from an average of PhP 30,000 to PhP 16,000
Island Garden City of Samal	Improving Transparency, Accountability, Efficiency in Zonal Deviation	<ul style="list-style-type: none"> • Reconstituted the Local Zoning Board Adjustments and Appeals (LZBAA) and Secretariat § Streamlined Zoning Deviation Procedures

Real Property Tax Administration (RPTA)

This intervention includes the cities of Surigao, Panabo, Marawi, and Dipolog. Surigao City is ahead of others in implementation, but the rest of the cities are also doing their best not to

lag behind. Though not in similar degrees, all cities reported a more efficient collection and improved cost-to-collection ratio after the reforms. However, they also discovered common problems like the need for more intensive tax campaigns and effective assessment, the need for more skilled staff, and the need for automation.

Real Property Tax Administration Assessment

Cities	Results/ Impact
Dipolog	<ul style="list-style-type: none"> • Improved collection efficiency from 58% to 65% • Reduced response time: <ul style="list-style-type: none"> ○ City Assessor's Office: from 21 minutes to 14 minutes ○ City Treasurer's Office: 51 minutes to 23 minutes • Conducted hearings for new schedule of market values; • Purchased additional computers and printer for CTSI , City Assessor's Office, City Treasurer's Office
Marawi	<ul style="list-style-type: none"> • Improved collection efficiency from 1.2% to 2.6% • Increased public awareness on the benefits gained in paying real property taxes
Panabo	<ul style="list-style-type: none"> • Improved collection efficiency from 71% to 80% • Reduced cost-to-collection ratio • Resolved boundary disputes: 6 resolved disputes out of 7 disputes • Simplified RPTA Transaction Flow • Improved customer service delivery • Conducted capability building for barangay and school officials
Surigao	<ul style="list-style-type: none"> • Improved collection efficiency from 45% to 47% • Reduced cost-to-collection ratio • Streamlined assessment process from 704 minutes to 80 minutes • Enhanced customer service delivery

As of the end of the reporting period, some cities have conducted the final presentation and adoption by the city government of the reformed systems. Others, however, are still in the test-run phase while one or two cities are fine tuning the re-designed system.

2nd Mindanao TAG Mayors Conference

The 2nd TAG Mindanao Mayors Conference was successfully held on May 11-12, 2006 at East Asia Royale Hotel in General Santos City. The conference was attended by a total of 114 participants composed of mayors, vice mayors, city council members, city TAG focal persons, city government department heads and staff, and representatives from the city chambers of commerce and industry from the 16 TAG cities. Among the mayors present were Alfonso Casurra of Surigao, Dominador Jalosjos of Dapitan, Florencio Flores, Jr. of Malaybalay, Lawrence Cruz of Iligan, Lino Montilla of Tacurong, Rogelio Antalan of Island Garden City of Samal, Rey Gavina of Panabo, and Jorge Almonte of Oroquieta City. National government agencies like the Bureau of Internal Revenue (BIR), Bureau of Small and Medium Enterprise Development (BISMED) of Bureau of Trade and Industry, and Bureau of Local Government Finance (BLGF) were also represented. The conference was held to present the progress of the reform agenda of the cities and to discuss policy issues

related to business permits and licensing, real property tax administration, hospital management, and management of economic enterprises.

Summary of Results of City Reform Agenda

Reform Agenda	City	Results/ Impact
Business Permit and Licensing	Koronadal Malaybalay Oroquieta Ozamiz Tacurong Zamboanga Koronadal	<ul style="list-style-type: none"> • Reduced Business Processing time from 2 hours and 10 minutes in 2005 to 1 hour and 6 minutes in 2006 • Decreased number of required signatories from 11 to 4 • Increased number of business permits issued by an average of 84% • Improved of business taxes by an average of PHP 8.2M to PHP 14.37M
Transparent Management of Economic Enterprises and Public Services	Butuan Cotabato Dapitan Iligan General Santos Island Garden City of Samal	<ul style="list-style-type: none"> • Decreased number of illegal terminal operators by a card ticket system for buses and jeepneys • Increased accountability of city employees by enhanced monitoring • Increased participation in hospital management and high motivations • Reduced absconding patients from 80 to 9 (August to December 2005) • Reduced hospitalization costs for patients from an average of PHP 30,000 to PHP 16,000 • Increased number of business permits issuance of market vendors • Increased market fee collection at an average of PHP 3,000 for ambulant vendors • Improved trading conditions for ambulant vendors by reducing the number of illegal vendors • Market vendors are now represented in market management • Repaired the drainage, water and electrical systems • Reconstituted the Local Zoning Board Adjustments and Appeals (LZBAA) and Secretariat • Streamlined Zoning Deviation Procedures
Real Property Tax Administration	Dipolog Marawi Panabo Surigao	<ul style="list-style-type: none"> • Reduced cost-to-collection ratio from an average 0.85 to 0.63 • Increased Collection Efficiency from an average of 58% to 64% • Reduced real property assessment time from 704 to 80 minutes

The conference was formally opened with the ribbon-cutting ceremony and gallery-viewing of exhibits followed by a brief program to welcome all the participants. The conference was held on the second day with the cities presenting their reformed agenda under the following themes: *Real Property Tax Administration, Business Permits and Licensing, and Transparent Management of Economic Enterprises and Public Services.*

Resource persons included Alicia Opeña, Division Chief, Bureau of Small and Medium Enterprise (BSMED) Development of Department of Trade and Industry; Norberto Malvar, Director, Bureau of Local Government Finance (BLGF) of Department of Finance; and James Roldan, Assistant Commissioner, Bureau of Internal Revenues. They provided information on the Small and Medium Development Plans of the Department of Trade and Industry, solicited support from the cities on the implementation of the SME Development Plan, shed light on issues of setting tax collection targets and zonal valuation, and on information-sharing between BIR and the local government units. Romeo Serra, President of Mindanao Business Council and Ms. Dolores Corro, Executive Director of Mindanao Coalition of Development NGO Networks (MINCODE), also attended the conference. Steven Rood, Country Representative of The Asia Foundation, delivered the opening remarks while Jon Lindborg, USAID Mission Director, provided the keynote address. The conference was capped with the TAG mayors' press conference joined by Steven Rood and Jon Lindborg.

Philippine Cities Competitiveness Ranking Project (PCCRP)³

This study assesses the capability of cities to provide an environment that nurtures dynamism of its local enterprises and prosperity of its residents. The project ultimately aims to help Philippine cities cultivate competitive industries, promote healthy communities, and maximize their competitiveness potentials.

The PCCRP 2005 utilized 68 indicators with 23 quantitative and 45 perception-based indicators. The survey included owners and managers of small and medium enterprises in each city between June to October 2005, assessment for each the 65 cities, and converted the scores for each indicator into a ten-point scale based on national and global benchmarks.

The cities rated for PCCRP 2005 are listed in the table as follows:

³ The Philippine Cities Competitiveness Ranking Project (PCCRP) 2005 was implemented by the Asian Institute of Management (AIM) Policy Center under the TAG Project and received additional funding from German Technical Cooperation (GTZ).

Philippine Cities Competitiveness Ranking Project 2005

Metro	Mid-sized	Small		
Cebu	Angeles	Luzon	Visayas	Mindanao
Davao	Bacolod	Cavite	Bago	Bislig
Lapu-Lapu	Baguio	Dagupan	Cadiz	Cotabato
Las Pinas	Batangas	Legaspi	Dumaguete	Dapitan
Mandaluyong	Butuan	Lucena	Ormoc	Digos
Mandaue	Cabanatuan	Naga	Roxas	Dipolog
Manila	Cagayan de Oro	Olongapo	San Carlos	Gingoog
Marikina	Calamba	Puerto Princesa	Silay	Koronadal
Muntinlupa	General Santos	San Fernando, La Union	Tacloban	Marawi
Pasig	Iligan	Sta. Rosa	Tagbilaran	Oroquieta
Pasay	Iloilo	Sorsogon		Ozamiz
Quezon City	Lipa	Tagaytay		Pagadian
	San Fernando, Pampanga	Tuguegarao		Panabo
	Tarlac			Surigao
	Zamboanga			Tacurong
				Tagum
				Valencia

National Presentation of Philippine Cities Competitiveness Ranking Project 2005

The National Presentation of Results of the Philippine Cities Competitiveness Ranking Project 2005 was convened for the principal stakeholders to discuss issues pertaining to local governance. The survey results were presented on February 13 at the Hotel Intercontinental, Makati City. In attendance were more than 350 guests from the business sector, academe, local and national government agencies, civil society organizations, and the media.

Senator Francis Pangilinan delivered the keynote speech stressing the importance of a tripartite relationship among the national government, the city government and the private sector, and the replication of pockets of excellence. Jon Lindborg, USAID Mission Director, Steven Rood, Country Representative of The Asia Foundation, and Martina Vahlhaus, Program Manager of German Technical Cooperation, delivered messages.

The conference highlighted the best practices of most competitive cities in the areas of infrastructure, data collection, and local governance. The most competitive cities are listed in the following table. The list is in alphabetical order per category.

Philippine Cities Competitiveness Ranking Project 2005 Top Performing Cities

Metro	Mid-sized	Small
Davao	Bacolod	Dagupan
Las Piñas	Batangas	Koronadal
Makati	Iligan	Legaspi
Marikina	Iloilo	Naga

Muntinlupa	San Fernando, Pampanga	Olongapo San Fernando, La Union Sta. Rosa Surigao Tagbilaran Tagum
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Mindanao Presentation of Philippine Cities Competitiveness Ranking Project 2005

To promote city competitiveness in Mindanao cities, results of the PCCRP 2005 were presented on April 26, 2006 at Apo View Hotel in Davao City in cooperation with the Mindanao Business Council, during the Mindanao Coalition for Transparent Accountable Governance (MCTAG) Forum. Professor Mario Antonio Lopez of the Asian Institute of Management presented the highlights of the results of PCCRP 2005 and some of the good practices of the most competitive cities in the country. More than 65 participants from local government units, regional offices of line agencies, business, academic institutions, media, and civil society organizations in Mindanao attended the presentation. The table below lists the rated Mindanao cities in alphabetical order.

**Philippine Cities Competitiveness Ranking Project 2005
22 Mindanao Cities Rated**

Metro	Mid-size	Small
Davao	Butuan Cagayan de Oro General Santos Iligan Zamboanga	Bislig Cotabato Dapitan Digos Dipolog Gingoog Koronadal Marawi Oroquieta Ozamiz Pagadian Panabo Tacurong Tagum Valencia

City-Level Workshops of Philippine Cities Competitiveness Ranking Project 2005

The final phase of the Philippines Cities Competitiveness Ranking Project is the conduct of workshops for selected city governments that did not perform well in the ratings. The city-level workshop aims to present the results of the Philippine Cities Competitiveness Ranking Project to the various stakeholders to gather their views on specific ways to move forward. The different sectors of these selected cities are be convened in a one and a half-day workshop to identify areas for improvements and to provide multi-sectoral recommendations

on pressing issues on local governance in order to enhance the overall competitiveness of these cities. Cities selected for the city-level workshops are: Cotabato, Butuan, Lipa, Cavite, Tagaytay, Dumaguete, and Puerto Princesa.

For this reporting period, the cities of Lipa and Cotabato have conducted the workshops. Participants to these two workshops came from the city government, business, civil society organizations, academic institutions, and the media. The other city-workshops are scheduled for the period of July to August, 2006.

Public Service Excellence, Ethics and Accountability Program (PSEEAP)

PSEEAP aims to establish within the local government units (at the city, municipal, and provincial levels) the values of transparency and accountability, improve customer service levels, and involve employees and department heads in the development of the program. The program merges two modules: Public Service Excellence Program (a participatory total quality management tool developed under the USAID-GOLD project) and Public Service Ethics and Accountability Program (developed by UNDP and the Civil Service Commission). The program includes six modules (service vision and values, service audit, service improvements, celebrating accomplishments, basic customer service skills, and public service ethics and accountability) and runs for six to eight months. The focus is on the participation of local government employees in improving service and transparency in local governance. Service improvement recommendations at the city level are shown in Annex 2 and for the municipal and provincial levels in Annex 3.

PSEEAP in Cities

For this reporting period, a second phase of the PSEEAP has been completed in five cities, namely: Cotabato, General Santos, Surigao, Samal, and Iligan; and is currently ongoing in 11 cities, namely: Marawi, Butuan, Dapitan, Dipolog, Koronadal, Malaybalay, Oroquieta, Ozamiz, Panabo, Tacurong, and Zamboanga.

The graduation ceremony for the Public Service Excellence, Ethics and Accountability Program in the city of Iligan was held on March 30, 2006 at Maria Cristina Hotel, Iligan City. One hundred thirty-two local government officials, department chiefs, and employees of the city government of Iligan graduated from the program. Iligan City Mayor Lawrence Cruz and Asia Foundation Assistant Representative Ky Johnson graced the event.

To ensure the replication and sustainability of the program, the Iligan city government, under the leadership of Mayor Lawrence Cruz, initiated its own training of trainers on PSEEAP on March 13-17. Around 17 city employees were trained and are expected to replicate PSEEAP in other offices that were not included in the trainings sponsored by the TAG project.

In the Island Garden City of Samal, PSEEAP has been replicated by the city pool of trainers to other divisions within the Office of the City Mayor. In Surigao, City Health Office staff conducted echo seminars to district personnel assigned in the barangays of the city. A total

of 570 government employees from Samal and 560 employees from Surigao have graduated from the program since 2003.

The Service Improvement Workshop for Marawi City's PSEEAP was held on February 15-16, 2006. For four months, participating offices implemented the service improvement recommendations and carried out their performance pledges. To celebrate their achievements and accomplishments, a Celebrating Accomplishments Workshop was held on June 1, 2006, followed by the graduation of participants on June 28, 2006.

A training of trainers for PSEEAP was conducted on March 13-18, 2006 at in Cagayan de Oro City. This six-day activity was attended by 51 participants from ten city governments – Butuan, Dapitan, Dipolog, Koronadal, Malaybalay, Oroquieta, Ozamiz, Panabo, Tacurong, and Zamboanga. Representatives from each city government were selected as trainers to assist the Foundation's partner local resource institutions to implement the program. The city pool of trainers is also expected to replicate and implement the program in other offices and departments of the city not covered by the TAG project. Unlike in the initial batch of PSEEAP implementation in TAG's seven pilot cities, PSEEAP implementation in the expanded cities is already a joint activity of the TAG project and the city government—with the project providing for the resource persons and supplies and materials and the city governments funding food and accommodation (as necessary) of the participants.

To date, the implementation of the PSEEAP in the expanded cities is at various stages. The Pre-implementation survey, Service Vision and Values workshops, Service Audit workshops and Basic Customer Service Skills trainings have been conducted in the cities of Tacurong, Koronadal, Butuan, Panabo, Dapitan, Dipolog, Malaybalay and Zamboanga. Similarly, the pool of trainers in these cities has also started to implement parallel PSEEAP workshops in the offices and departments not covered by the TAG project.

PSEEAP in Municipalities and Provinces

Significant improvements have been observed in the 17 municipal and two provincial governments that have completed the program in the second semester of 2005. To provide information to the customers, the following outputs were posted in conspicuous places: service vision, values, strategies, customer map, accountability web service cycle, commitment statement, list of requirements and expected completion time for particular

“This seminar is a very memorable one because we were enlightened and refreshed. I would like to thank the people behind this endeavor, IDEM-RDS, The Asia Foundation and USAID, which aimed to promote transparency and public service excellence. This is indeed a very good seminar for us public servants because through this we will be able to learn the things that could help us improve our attitude towards our work.”

-- Municipal Administrator Norodin P. Masukat
Salipada K. Pendatun, Maguindanao

transactions. According to validation visits conducted after the workshop, municipal and provincial employees who participated in the program are now more approachable, accommodating, proactive, and responsive to customer needs.

Province of Maguindanao

The municipal governments are fully implementing the service improvement

recommendations generated from the customer feedback survey. For example, the municipality of Sultan sa Barongis implemented measures to address tardiness and undertime among employees of different offices by providing bundy clock to monitor attendance, the imposition of ethical standards and values orientation during Monday flag ceremony, and the imposition of a fine of 500 pesos for those who failed to attend. To speed up delivery of services, the municipal government purchased computers, installed a locator board for employees on official travel, and constructed a waiting lounge and multi-purpose hall for on-site seminars and trainings. To promote teamwork among different department offices, Mayor Datu Allandatu Angas institutionalized the monthly conduct of management reporting to allow department heads to report the status of their accomplishments based on monthly targets.

In the municipality of Upi, Mayor Ramon Piang approved the purchase of additional computers, designated employees as frontline personnel for customers with special needs, revised office forms and translated these to the vernacular languages, and institutionalized monthly management reporting of department offices.

Province of Sultan Kudarat

The municipality of Bagumbayan implemented the computerization of their accounting system and renovated some of their offices; the personnel selection board approved the hiring of 16 additional regular employees to address recommendations in department offices.

“The whole program has a great impact towards the attitude and behavior of employees. I know that little by little there will be change in the delivery of services to our customers. I am grateful to the participants for being so participative and responsive to the program as manifested by the artistic and customer friendly outputs. I hope that the learning imparted by the facilitators and the knowledge acquired will help us improve the lives of our constituents. This undertaking is useless unless we will implement it. I am encouraging everyone to act for a common goal that is to achieve transparent and accountable governance and an excellent service delivery to our constituents. Let’s start to do good for our municipality.”

-- Municipal Councilor Lino C. de Guzman
President Quirino, Sultan Kudarat

“If being late in office is not an issue before, now it’s different... Thanks for the training given to the municipal employees of Upi. These minor issues were tackled among others at the workshops on Public Service Excellence, Ethics and Accountability Program (PSEEAP). As a local resident of the area, I have observed the manner of employees in reporting to work. It seems to me that tardiness was not an issue before and most of the time many of them will be out of the office before five in the afternoon which reflects ineffective and delayed transactions in processing of our documents. But with the Bundy clock around, I can say that they have become more responsible in reporting to work and conscious enough not to be late. Our transactions are not delayed anymore, and what’s more-employees now serve with pleasant smile!”

-- Local resident of Upi, Maguindanao

The municipalities of President Quirino, Senator Ninoy Aquino, and Lambayong held PSEEAP graduation ceremonies held in April and May 2006. In each municipality, a municipal service audit team was inducted and a municipal resolution was created to institutionalize the service audit team. Prior to the graduation, all offices reported to the mayor, vice-mayor, legislative members, and customers of each municipality on the different outputs during the conduct of PSEEAP. Service improvement recommendations include job rotation, rearrangement of office furniture to provide a waiting area for customers, and

revision of office forms to be more readable and friendly to customers.

Province of Sulu

Tardiness and absenteeism of employees are now better managed. The office of the Provincial Administrator purchased two bundy clocks to monitor the attendance of the employees. Every three cases of tardiness committed by an employee will be charged as a one-day absence with an accompanying salary deduction. To prevent the use of official time for personal businesses (particularly for employees on official training and seminars outside of Jolo), the office of the provincial governor designed a mechanism to monitor the attendance of employees.

Province of Tawi-Tawi

The provincial service audit team regularly holds meetings to request the Governor to respond to the improvement recommendations brought about by PSEEAP. In Bongao, Mayor Albert Que ordered the budget officer to prepare the necessary budget for the implementation of service improvement recommendations.

Province of Zamboanga del Norte

As a result of the program, additional computers were purchased to improve work efficiency in different offices and regular convocations were instituted as venues for the Mayor to remind the employees of the ethics and values--minimizing tardiness and undertime. A customer information assistant was also assigned at the entrance of the municipal building handle customers' queries.

In the municipalities of Labason and Jose Dalman, part of the service improvement recommendation is the renovation of offices. Nowadays, offices are air-conditioned and renovated with municipal employees more comfortable in serving the customers.

As a result of PSEEAP, the municipality of Jose Dalman repaired the heavy equipment (bulldozers and graders) of the municipality. This will allow the municipal government to be less dependent on the provincial and national government for the repair of municipal and barangay roads.

In the municipality of Leon Postego, the Mayor is considering the replication of PSEEAP at the barangay level to improve the delivery of basic services. The planning and human resource office was tasked to develop the replication plan.

Province of Lanao del Norte

The program was formally launched in the municipalities of Kolambogan and Kauswagan in Lanao del Norte in February 2006. Since then, these municipalities have completed three of the six modules; have identified specific cycles of improvement in every office involved; and have formulated action plans to address occurrences of corrupt practices and inefficiencies.

Province of Lanao del Sur

The program was formally launched in the municipalities of Kapatagan and Wao on June 2 and June 7, 2006, respectively. The pre-implementation survey and the Service Vision and Service Values were recently completed and have been presented to the Mayor and the office heads.

Promoting Transparency in Local Development Planning and Budgeting

With limited financial resources, local governments must exercise prudence in ensuring that available resources are well-managed and that development programs respond to the needs of citizens. At the same time, transparency and accountability demand citizen information and participation. To achieve this, The Asia Foundation, through its local resource partners, provides technical assistance to local governments on planning and budgeting by using methodologies that promote community participation. From June 2002 through June 2006, The Asia Foundation, through its local partners, has provided technical assistance on development planning to 63 municipalities and 716 barangays in Mindanao. Since 2002, 596 barangay development plans and 50 municipal development plans were turned-over to the respective local governments in time for consideration by the Sangguniang Bayan (municipal council) members as they conducted budget hearings and approved their annual investment plan. The remaining barangays and municipalities are currently in the planning process.

BASILAN COMMUNITY COOPERATES TO HAVE 165 BARANGAY PLANS CRAFTED

In five municipalities of Basilan Island Province, almost all the barangays in every municipality were able to have their development plans prior to their municipal development plans. Kahapan Foundation, a local partner in Basilan, volunteered their services to assist in the conduct of development planning in 165 barangays. While the mayors and barangay shouldered the cost of food and other training materials needed, the TAG Project matched this with a commitment to pay for the services of resource persons, workshop facilitators, and training materials in the conduct of municipal development planning and workshops.

The local resource partners ensure the smooth implementation of the technical assistance on barangay and municipal development planning and budgeting through preliminary activities such as: courtesy meetings with municipal mayors and officials; formation of a municipal technical working group; orientation and briefing on technical assistance modules; capacity building of the municipal facilitating team on basic group facilitation methods, team building, data gathering and analysis; and training of trainers

on barangay and municipal planning and budgeting. In each municipality, the capacity building activities were attended by the municipal facilitating teams composed of the planning and development coordinator, budget officer, two of their technical staff, local governance operations officer, ABC (Association of Barangay Chairmen) President, and the barangay chairman from a selected barangay. As of June 30, 2006, this component activity has produced a total of 347 local trainers in Western Mindanao and 126 trainers in Central Mindanao.

The Development Planning and Budgeting module of the TAG project is bottom-to-top, highly participatory, and inclusive. It is participatory since stakeholders from the level of the barangay will be part of the entire planning and decision-making. The local barangay leaders and planning participants jointly prepare the barangay annual investment plan and decide on priority projects to be funded using their 20% barangay development and other internal resources. It is inclusive because the development plans of each barangay are presented and projects identified are considered during the preparation of the municipal development plan. A barangay plan integrated to the municipal plan is presented to the municipal council members during annual budget appropriations hearings, allowing for better prospects of inclusion in the annual investment plan. The highlights and substance of the development plans are printed in a billboard and are placed in a strategic place for the clear view of constituents (see Annex 5).

With the availability of municipal and barangay development plans, local officials will be guided on which priority programs and projects to focus on and how much to spend for these priorities. Having a development plan is useful for local or foreign projects especially those that require local government counterparts. In addition, most of foreign-funded infrastructure projects now require that community infrastructure projects submitted for foreign or donor funding should have been identified through a participatory process.

To ensure the consistency, adaptability, timeliness of approach or methodology in implementing the project by the local resource partners, The Asia Foundation for two consecutive years, has conducted a module review of municipal and barangay development planning and budgeting manual. The first review was done last November 17-19, 2004 in Davao City, while the second one was conducted on January 30-February 1, 2006 in Cagayan de Oro City.

The review sessions were designed to identify and evaluate the weak and strong points of the training manual, facilitate the sharing of critical and actual field experiences, exchange lessons learned by partner local resource institutions, and build consensus on substantive recommendations. The recommendations will be included in the revised *Participatory Municipal and Barangay Development Planning and Budgeting Manual* to be adopted for the current year of project implementation. The periodic review and revision of the module will enable the project partners to maintain the high quality of technical assistance packages it delivers to local government and make the delivery of technical assistance to the municipalities more meaningful and relevant.

Western Mindanao Area

Since February 2005 to June 2006, technical assistance on local development planning and budgeting was provided to 25 municipalities and 347 barangays in Western Mindanao. Some of the resulting priority projects identified during the planning and budgeting exercise have been funded and implemented through their 20% development fund allocation. For the remaining municipalities and barangays, the implementation of the technical assistance is currently ongoing.

Province of Zamboanga Sibugay

Five municipalities, namely: Kabasalan, Alicia, Payao, and Tungawan, have adopted their 2006 Annual Investment Plan (AIP). Priority projects identified during the barangay and municipal planning and budgeting activities have been included and budgeted in the Municipal Annual Investment Plans. In the municipality of Kabasalan, the municipal government allocated a total of PhP 8,326,000 (its entire 20% development fund) to support barangay projects identified in the planning and budgeting exercise assisted by the TAG project. The all-out support of the Mayor and the councilors is very significant, especially since all of them and other key officials have attended the actual planning sessions. It is no surprise why the plans for 2006 implementation have been fully allocated with the necessary budget. The plans were completed in time for the budget hearings presided over by the municipal council committee on finance and appropriations.

In other municipalities, a total of PhP 10,474,897 for Tungawan, PhP 7,848,391 for Payao and PhP 11,462,898 for Alicia, were allocated by these municipalities for the identified barangay priority projects.

Sulu

Two new municipalities, namely: Indanan and Pangutaran, are being assisted in the implementation of the activity. The training for trainers for these two municipalities was conducted on June 3-10, 2006, and the data gathering and actual conduct of barangay planning and budgeting activities are currently ongoing.

Central Mindanao and Lanao Area

Since 2002, a total of 38 municipalities and 369 barangays have been assisted in barangay and municipal development planning and budgeting in Central Mindanao and Lanao. To date, there are seven municipalities and 70 barangays that are currently implementing barangay and municipal development planning and budgeting activities in the province of Lanao del Norte.

"Barangay Fukol is one of the identified recipients of the ARMM Social Fund for Peace and Development under its rehabilitation program where social and infrastructure projects are being prioritized. We are fortunate because we already have a formulated barangay development plan prepared. We owe it to the TAG technical assistance given by The Asia Foundation and USAID through BMWFPDI."

-- Barangay Chairman Kabili Ayunan
Talayan Vice-President of the Association of
Barangay Chairmen

Maguindanao

In the municipalities of Datu Saudi Ampatuan, Datu Abdullah Sangki, Guindulungan, Talayan, and Rajah Buayan, Municipal Mayors from these municipalities have allocated PhP50,000 for each barangay for projects identified through the participatory barangay

development planning and budgeting exercise undertaken under the project. The funds supported the implementation of small community projects like repair of water systems, farm-to-market road maintenance, and support for agricultural productivity.

Specifically in Talayan, the community has identified in their development priorities the construction a solar dryer and warehouse. Part of the community's action plan was to access funding from external organizations. Using their newly-prepared barangay development plan as a tool to convince the prospective funding agency, the two barangays were able to access funding support from ARMM Social Fund for the construction of the solar dryer and warehouse which were completed in May, 2005.

Other projects that were funded and implemented as a result of the technical assistance of the TAG project are as follows:

- A six-classroom building and a public toilet (attached to the public market) have been constructed by the municipal government in Datu Paglas;
- Two health centers and solar dryers were constructed in the municipality of Guindulungan; and
- A Level II potable water system, a rural health unit with facilities, a solar dryer and warehouse, and community learning centers were constructed and an inter-barangay farm-to-market road was rehabilitated in Datu Saudi Ampatuan.

Annex 5 shows the pictures of the project billboards per municipality.

FORMING PUBLIC-PRIVATE SECTOR PARTNERSHIP AND BUILDING CONSTITUENCIES

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

Annual Enterprise Survey

Since 2000, the TAG project has conducted the annual Enterprise Survey in close partnership with the Social Weather Stations and the Makati Business Club. The Enterprise surveys, unlike those in international corruption indices, show the views of Filipino managers in the Philippines. Initially began in the National Capital Region, the surveys have expanded to Metro Cebu and Davao in 2004, and further reached out to include Cavite, Laguna, Batangas, Cagayan de Oro, and Iligan City in 2005.

From January to March 2006, interviews with a total of 1,200 business managers based in the National Capital Region, Cebu, Davao, Cavite, Laguna, Batangas, Cagayan de Oro, and Iligan City were conducted by executive interviewers. Data processing and internal analysis of data were completed by Social Weather Stations in April and May 2006.

On June 22, 2006, a private briefing on the results of the 6th Enterprise Survey on Counter Corruption was organized for the US Embassy and USAID. In summary, the result of this year's survey is that majority of managers still think that corruption in the public sector is very high, but their personal experiences indicates that solicitation of bribes, for some transactions, is going down. The private sector is also starting to shape up; there are signs of a decrease in giving bribes and an increase in honest business practices – although still in the minority. Sincerity of institutions in fighting corruption mostly declined this year. Private sector willingness to support anti-corruption activities is still strong, although it went down for Cebu from 5% in 2004 and 2005, down to 2% in 2006. A public presentation and videoconference will be organized in July 2006 for the public dissemination of the survey results.

Development of a Differential Efficiency Expenditure Management (DEEM) Tool

A Memorandum of Agreement with Procurement Watch, Inc. and the National Citizen's Movement for Free Elections (NAMFREL) was signed by Health Secretary Francisco

Duque III and Jose R. Reyes Medical Memorial Center (JRRMMC) Chief Dr. Maria Alicia Lim on May 10, 2006, for the development of an anti-corruption measurement methodology called the Differential Efficiency Expenditure Management (DEEM) Tool.

The DEEM will address the need for an objective and concrete standard of measuring changes in operating efficiency at the agency level as a basis for evaluating the impact of agency reform measures, particularly those that are intended to bring down operating expenses.

From March to June 2006, the statistical team reviewed the JRRMMC's financial documents (2004-2005) to set parameters and determine the content of the sampling framework. A consultative workshop for the development of the sampling framework will be organized in July 2006.

Ombudsman Watch 2005

In October 2005, in response to the unexpected departure of Ombudsman Marcelo, the Transparency and Accountability Network (TAN) launched the Ombudsman Watch 2005. Through active engagement with both the Judicial and Bar Council, representatives from the Office of the Ombudsman, and media, the project increased awareness of and generated involvement in the appointment process.

TAN has written a manual entitled: "Ombudsman Watch 2005: The Search for the Next Tanodbayan." The publication details the activities undertaken by TAN, including an analysis of their experience in the campaign for a transparent, accountable and credible appointment process involving the Ombudsman. The manual will be published by July 2006.

Roundtable Discussion with the Millennium Challenge Corporation (MCC)

A roundtable discussion was hosted by The Asia Foundation for Mr. Rodney Bent, MCC Vice President for Policy and International Relations, and Mr. Bradley Parks, MCC Policy Officer on February 2, 2006. Twelve representatives from civil society organizations were in attendance to share and discuss current anti-corruption initiatives that complement the government's goal to minimize corruption and improve governance in the bureaucracy.

Support to Coalition Against Corruption (CAC)

Medicine Monitoring (training volunteers and development of monitoring manual). The training of 32 National Movement for Free Elections (NAMFREL) volunteers was conducted last January 28, 2006 at the Center for Health Development (CHD) in Mandaluyong City and February 11 at the CHD in Cagayan de Oro City. There are now 170 active volunteers, 70 of whom have been trained on the Government Procurement Reform Act (RA 9184). Volunteers are monitoring 55 out of 72 Department of Health (DoH) Retained Hospitals and 12 out of 16 DoH Centers for Health Development.

On May 10, 2006, DoH and the Coalition Against Corruption represented by NAMFREL

signed an expanded monitoring program to include infrastructure, medical supplies and equipment. The team is looking at integrating the additional items into the manual for medicine monitoring. The manual is currently being reviewed and will be printed in July.

Pork Barrel Watch (training volunteers and development of monitoring manual). On February 20, 2006, a team review was conducted by CAC and CODE-NGO on the monitoring and analysis tools for tracking projects funded through the Priority Development Assistance Fund (PDAF) and Congressional Allocations. These tools are currently being used by about 155 volunteers and now being simplified for the printed manual.

Nine regional training seminars for 200 volunteers were conducted in Vigan, Tacloban, Davao, and Southern Luzon from April to May. The target is to assign one volunteer-monitor per district. Counterpart funds were used to support the trainings organized by CODE-NGO. The TAG-CAC component for training will support either a regional area where there are few volunteers or a part of Metro Manila where additional volunteers are needed. This still has to be determined upon consultation with CODE-NGO.

Internal Revenue Allotment Watch (training volunteers and development of monitoring manual). After the consultation meetings in March and April 2006, the Catholic Bishops Conference of the Philippines (CBCP)-National Secretariat for Social Action (NASSA) team has secured separate memoranda of agreement with the Department of Interior and Local Government (DILG) and the Department of Budget and Management (DBM) for the project. The project team has yet to set a training under the TAG-CAC component.

Database Development for monitoring medicines, textbooks, and roads. The project team received three technical proposals for the database system in May 2006. Prior to receiving the proposals, CAC's technical working group discussed the database system for the TAG site as a tool for monitoring medicine, road, and textbook procurements.

Consultation with DepED's Procurement service was conducted in early June while the Department of Public Works and Highways (DPWH) meeting was held in the week of June 26. In February the team developed a pilot design template for medicine monitoring; this will be subsequently be used as platform to scale up a monitoring system for roads and textbooks.

The database systems will be integrated into the existing project monitoring (pork barrel, bids and awards monitoring in DPWH and DOH, internal revenue allotment) and allow web-based administration of the TAG web site.

Jaime V. Ongpin Awards for Excellence in Journalism

On June 29, 2006, the Center for Media Freedom and Responsibility (CMFR) held the awarding ceremony for the Jaime V. Ongpin Award for Excellence in Journalism (JVOAJ). Two newspapers, *Business Mirror* and the *Philippine Daily Inquirer*, and the Philippine Center for Investigative Journalism won the top awards in the 17th Jaime V. Ongpin Awards for Excellence in Journalism for works published in 2005. CMFR introduced an innovation

for this year's competition -- reports published by daily newspapers were judged separately from those published by non-dailies. Thus, there were two sets of first, second, and third prizes for the investigative and explanatory categories.

The first prize of the daily division of the investigative category went to "Tracing the Trail of the Tape" by Fe Zamora and Gerry Lirio. In the non-daily division of the same category, the first prize went to "Running on Taxpayers' Money" by Luz Rimban. Luz Rimban also took the third prize of the investigative category's non-daily division for her article "Major Players Elude Government's Anti-logging drive in Aurora."

"CAP: From Pre-need's Poster Boy to Whipping Boy" by Daxim L. Lucas and Elizabeth L. Sanchez won second prize in the daily division. In the non-daily division, "Cheats Inc." by Miriam Grace A. Go won second prize. The third prize winner in the daily division of the investigative category went to "Border Dispute Leaves Dumagats in a Quandary" by Fritz Dacpano.

In the daily division of the explanatory category, *Business Mirror* took the first prize for its report "Confrontation to Cooperation? Labor-management Relations Evolve in Globalization Era" written by Dave Llorito, while PCIJ took the top prize in the non-daily division with "Focus on Filipino Youth: Perils of Generation Sex" by Cheryl Chan.

"Electronic Ears Listen with Bugs and Taps" by Fil V. Elefante won second prize in the daily division, and "Mama Can't Eat" by Vinia M. took the second prize in the non-daily division.

The third prize winners in the explanatory category are "The Economics of Corruption" written by D'Laarni A. Ortiz, Larissa Josephine C. Villa, Roulee Jane F. Calayag, Ehden Llave-Pelaez and edited by Noel G. Reyes, and "Bataan Nuke Power Plant: Still Unused, Still Paying for It" by Lidy Nacpil and Mae Buenaventura published in the *Philippine Graphic* on March 14, 2005 (non-daily division).

The United States Agency for International Development and The Asia Foundation were acknowledged as sponsors in different articles published in major broadsheets:

- § "Jaime V. Ongpin Journalism Awards on June 29," page D2 of the *Philippine Daily Inquirer*,
- § "Inquirer bags top 2 JVO prizes in investigative reporting," page A1 and A8 of the *Philippine Daily Inquirer*, and
- § "Times wins two Jaime Ongpin Awards," page A1 and A2 of the *Manila Times*

The awarding ceremony coincided with the book launch of the anthology entitled "Prize Journalism: A Collection of Jaime V. Ongpin Award winners." This publication is a compilation of winning stories by journalists awarded the Jaime V. Ongpin Award for Excellence in Journalism (JVOAJ). This will be used as teaching material to benefit the teaching of journalism in various colleges and universities. The publication includes background notes of each article and the event and issue that it reports.

General Support to the Office of the Ombudsman

After the successful presentation of the National Anti-Corruption Plan of Action (NACPA) during the Philippine Development Forum (PDF) on March 30-31, 2006, the Office of the Ombudsman (OMB) decided to elicit the technical expertise of the Development Academy of the Philippines (DAP) to assist in setting up the infrastructure critical and necessary for the implementation of NACPA.

The NACPA is a result of the anti-corruption convergence process participated in by the executive, legislative and judicial branches of government, the Office of the Ombudsman, the Commission on Audit, the Civil Service Commission, the civil society organizations, and the business sector. The NACPA will serve as the coordinating mechanism that will ensure the complementation of efforts in the fight against corruption among government agencies and non-government organizations. It will monitor anti-corruption plans and activities and communicate anti-corruption efforts and wins to the general public, donors, participating agencies and organizations. As such, the NACPA will address concerns regarding diffused anti-corruption efforts; gaps and overlaps in policy development, enforcement and system improvement; and the lack of accounting and monitoring of the progress in combating corruption.

On June 6, 2006, the Planning Workshop for NACPA Implementation was organized by the Development Academy of the Philippines for the Office of the Ombudsman. Thirteen participants were present, headed by Assistant Ombudsman Mark Jalandoni and Director Evelyn Baliton. The planning session allowed the OMB to identify the possible functions of the NACPA Secretariat, its manpower complement, and the composition of the Multi-Sectoral Advisory body. Among the session agreements was to lodge the NACPA secretariat within the Public Assistance on Corruption Prevention Office (PACPO), under the supervision of Director Baliton. With NACPA under PACPO, it was agreed that it would strengthen the unit's research function and that they could include a "Country Room" as the nerve center.

Institutionalization of the Transparency and Accountability Network

As a network of 25 organizations with a tremendous amount of collective knowledge, capabilities, resources, know-how and credibility, the Transparency and Accountability Network (TAN) has been underutilized and not fulfilling its potential. This was the assessment made by the Executive Council during the strategic planning on July 29-30, 2005. In addition, the assessment mentioned that while the current Operations Team is competent and hard-working it still needs to be headed by someone more senior and who can oversee the operations on a day-to-day basis.

By providing support to the institutionalization of TAN, it is expected that at the end of the project period, TAN would have the mechanisms to sustain itself and be identified as one of the organizations at the forefront against corruption.

The Foundation, with support from the USAID, will provide logistical and operational support to TAN. It is hoped that by September 2007, the Transparency and Accountability Network should have been fully institutionalized. A full-time executive director would be physically present and fully functioning in the TAN office. A manual of operations would have been published for guidance of all the TAN operations team. By May 2007, at least two proposals would have been funded by donor agencies other than The Asia Foundation. Moreover, steps would have been taken to raise funds from the general public to make TAN more of a mass-based and publicly-supported organization. Anti-corruption information and education campaign materials would have been developed and disseminated. Liaising with the media and other stakeholders has been developed and several success stories in fighting corruption and press releases have been published. Anti-corruption briefings and conferences would be done on a regular basis, as part of institutional information sharing among network members including other anti-corruption advocates from the government, academe and civil society.

Reverse Engineering of Surveys on Corruption

Several studies and surveys showing the Philippines as one of the most corrupt countries has been quoted numerous times in media, thereby contributing to the image of the country as graft-ridden and government seemingly powerless over it despite its many high profile efforts against corruption. There seems often to be a disconnect between perception and progress, so that no matter what gains the government might have, a sense of hopelessness can undermine anti-corruption efforts.

In order to address this issue, the Foundation has engaged the services of a consultant to conduct a reverse engineering of local and international surveys on corruption in the Philippines. The results of the study will enable both government and non-government agencies to focus its anti-corruption efforts on segments of the population most sensitive to this issue. It will also give better directions as to where concentrated efforts to curb corruption are vital. It will pro-actively identify factors affecting perceptions of corruption and facets of corruption in the country and eventually serve as a beacon to anti-corruption efforts. The results of the study will be completed in July 2006.

City Coalitions for Transparent Accountable Governance

To continue previous efforts of the City Coalition of Transparent and Accountable Governance (CCTAG), a *Benchmarking Workshop* was conducted on March 14-15, 2006 by the Mindanao Business Council. More than fifteen participants composed of CCTAG members from the cities of Cotabato, Dapitan, Iligan, General Santos, Marawi, Samal, and Surigao attended the workshop. The workshop included presentations and discussions on the results of the TAG Partners Conference, TAG lessons from the General Santos City Chamber of Commerce and Industry, the MINCODE experience with the scorecard initiative, and a special presentation from the city government of Davao as one of the most competitive cities in the Philippines. The workshop served as a venue for business, cities, and civil society groups to share good governance practices and gather input on the customized balanced scorecard and on benchmarking indicators for CCTAG.

To date, four cities have been visited for the implementation of benchmark scorecards, namely: Malaybalay, Surigao, Butuan and Zamboanga. Scorecard survey forms have been distributed and will be retrieved not later than July 15. The remaining cities are scheduled to be visited until the first week of July.

A Mindanao Coalition for Transparent Accountable Governance (MCTAG) Forum hosted by the Mindanao Business Council was held on April 25-26 at Apo View Hotel in Davao City. This activity allowed representatives of the 16 TAG cities to meet with their local chamber officials and civil society representatives. At the forum the Ateneo de Davao Center for Local Governance presented the results of the process documentation on business permits and licensing conducted on January 3-20, 2006, while the AIM Policy Center presented the results of the 2005 Philippine Cities Competitiveness Ranking project. The different city coalitions were also able to showcase their accomplishments through booth exhibits. More than 65 participants came from local government units, regional offices of line agencies, business, academic institutions, media, and civil society organizations in Mindanao.

Civil Society Constituency Building in Mindanao

As part of supporting civil society advocacy for transparent and accountable governance, the Mindanao Coalition of Development NGO Networks (MINCODE) mobilized civil society organizations in the original seven TAG cities. Each city was able to organize its own City Transparency and Accountability Network (CTAN) that facilitated the consolidation of the civil society advocacy agenda in each of the seven TAG cities. To sustain the initial advocacy efforts of the CTANs, activities such as city TAN advocacy, feedback mechanism, scorecard, and publication of a citizen's handbook are currently being undertaken by the different CTANs. A series of capacity building trainings, workshops, and seminars related to corruption prevention, government procurement, and fiscal administration are also being provided to sustain their efforts. Annex 6 summarizes the activities of the City Transparency and Accountability Network for each city.

In Dapitan City, the advocacy for good governance is centered at the grassroots level, specifically in 15 communities of the city, namely: Maria Uray, Maria Cristina, Linabo, Baylimango, Banonong, Dawo, Sulangon, Carang, Potol, Larayan, Banbanan, Oyan, Asienero, Sinonoc, and Masidlakon. Specific activities include the formation of Barangay TAG Teams, TAG orientation and trainings among the organized Barangay TAG Teams. The formation of Barangay TAG Teams involved activities such as *pulong-pulong* (informal discussion) among community residents and leaders about TAG. A core group, members of which are selected by all the members of the Barangay TAG Team, is tasked to lead the group in any TAG-related undertaking.

To strengthen the organized team per barangay, an orientation on the TAG Project was conducted. The advocacy focused on the participation of community-based organizations and constituents in the barangay development planning and programs and activities. Barangay TAG seminars included basic community organizing, anti-corruption campaigns, and orientation on the government procurement reform. The advocacy on democratic participation in barangay governance focuses on the transparency of the local government

and the involvement of qualified community-based organizations in the procurement processes. A symposium on the GPRA was conducted on January 26, 2006 and included barangay TAG teams and civil society groups in Dapitan. The campaign for participatory governance has gained considerable results in some communities in Dapitan. About 80% of the organized TAG core groups were recognized in the barangay development council.

In General Santos City, three main activities on TAG advocacy were implemented namely: TAG-Talk, TAN Forum and Gawad Transparency and Accountability Now (TAN). Dubbed as *Pangagamhanan*, the TAG talk radio program tackled various local TAG-related concerns and national issues that affect the local citizenry. A total of 34 episodes were aired over *RGMA Super Radyo* every Sunday from 6:30 a.m. to 7:00 a.m. Some of the major topics included (among others): reform law on value added tax; CCTAG feedback system; budget and spending trend in General Santos City; roles and responsibilities of corruption prevention unit-accredited organizations; local media as watchdog for corruption; human rights in relation to transparency; the tax compliance verification drive of the BIR; and activities and programs of TAN-General Santos. Due to positive feedback from the citizens, the airtime was increased to one hour starting in January 2006. Complementing the radio program is the *TAG-Talk TV*. In partnership with ABS-CBN regional network, a five-minute television program showed the forum with the discussants conversing on various topics related to the promotion of TAG.

To strengthen the advocacy, a venue for fruitful and meaningful discussion among civil society on the promotion of transparent accountable governance was established. The Friday Club or the TAN Forum is conducted every Friday of the week to assess the activities and programs of the city TAN. Moreover, General Santos City initiated a unique strategy to reward the promotion of effective systems and mechanisms in delivering services to the citizenry through its Gawad TAN. In partnership with the local government and the business sector, recognition is given to an office or department that has shown exemplary performance in achieving a transparent and accountable delivery of efficient and effective public service. Deliberations on the winners among the different departments of the city hall were held on February 16, 2006.

The Gawad TAN 2005 search focused on physical elements that enhance transparency (accessibility of facilities and equipment, timeliness of reports, visibility of policies and procedures, and openness of transactions, processes and information); and accountability such as aspects of feedback for benchmarking; merit system in recruitment and promotion for personnel performance and efficiency; and grievance and complaint procedures for customer satisfaction. These elements were assigned with measurable criteria for a more objective evaluation process. The City Social Welfare and Development Office was observed to have the highest level of motivation and innovation and was awarded the Model Transparent Department. A simple recognition program was held on April 3, 2006; this was attended by General Santos City Mayor Pedro Acharon.

In Iligan City, with the active participation of the city TAN in the project, the network of civil society groups consolidated themselves to strengthen campaigns in support of TAG. The network maintained its collaboration with the business sector, and widened its advocacy

activities to include the youth and the barangay populace. Tri-sectoral partnership was strengthened through a tri-sectoral forum supported by the local legislative body to assess the governance agenda of the three sectors. Among the highlights of the forum was a unified plan and direction of the three sectors towards a participatory and transparent system of governance. An awareness campaign on anti-corruption and participation of constituents in local governance was prioritized, with focus on the involvement of the youth and the community. The TAG information campaign was carried out in seven communities of Iligan, namely: Tambacan, Hinaplanon, Lanipao, Tubod, Hindang, Kabacsanan, and Bunawan. Interventions at the barangay level include among others, meetings with the barangay officials, group discussion or forums among community-based organizations and leaders on anti-corruption efforts, and orientation on the government procurement reform act among community leaders. These activities commenced in October 2005 and continued until March 2006. A student leader and youth awareness campaign on anti-corruption was conducted last March 18, 2006 in Iligan City National School of Fisheries. The information drive was able to mobilize about 88 student leaders and youth in the city to be active in the campaign.

The Island Garden City of Samal focused its advocacy campaign on eliciting the active participation of community constituents in development planning, barangay consultations and forums conducted by the local government. The focus of the campaign developed in response to a complaint by local constituents and community-based organizations that they were not allowed to participate in designing and implementing barangay projects. To address the concern, information materials in the form of posters were printed (about 1500 copies) and distributed to various barangays, organizations and city government offices and agencies. The banner, which read *Apil Na... Aron Matuman Ang Atong Mga Plano ug Tinguha* (Join Now... so that our plans and aspirations will be realized), called for the active participation of barangay constituents in various programs and activities of the community. To complement the campaign, a series of meetings among civil society organizations were conducted. Participation in the barangay development council and other local special bodies was one of the major concerns in the discussion.

In Marawi City, three main activities were implemented, namely: packaging and printing of posters; TAG billboard installation, and radio program geared towards the promotion of transparent and accountable governance. Campaign on anti-corruption, efficient and effective usage of local resources, and promotion of good governance were among the themes that were highlighted in the ten billboards (made of tarpaulin and written in Maranao) and installed in conspicuous places (Proper Saduc, New Capitol, Basak, Biaba in MSU, Moncado Colony, Padian, Mapandi, Matampay, Malimono, and Kilala) in the city. The installation of billboards was completed in February 2006. The designs were based on the winning entries of the poster-making contest themed "Truth is the Way to Peace and Development" conducted last June 2005 and participated in by various schools in Marawi. The winning design in the contest was also featured in the 400 pieces of anti-corruption posters to promote TAG. In addition, 500 copies of calendars bearing the winning design were printed in December 2005. To promote the city TAN activities and intensify the TAG campaign, about 2,000 flyers were printed. Various government and private offices,

institutions, organizations, and communities in the city were provided with copies of posters and flyers.

Broadcast media were also utilized in the promotion of TAG. About 17 episodes covering various governance themes were discussed and aired over DxSR and DxSM AM radios. Among its highlight was the invitation of resource persons/discussants to act as anchor in the radio program. Some of the themes being discussed were power crisis, Islam leadership, qualities of Muslim public servant, and securing permits and licenses.

To complement the city TAN-initiated activities, fora on various issues were hosted. A total of 467 participants from various CSOs, private sectors and government agencies participated in the 11 forums tackling themes such as “Indigenous, democratic, and Islamic values” and “Principles for good governance: dilemma of compatibility and Islamic leadership.”

For Surigao City, five main TAG advocacy activities were implemented, namely: (1) quarterly meeting with TAN or the civil society and local chief executive; (2) GPRA seminar to civil society and city government staff; (3) a TAN complaints desk in city hall; (4) weekly radio program on TAG; and (5) semi-annual assessment /evaluation on the status of the TAN reform agenda.

Collectively, the civil society organizations, business sector and the local government conducted an assessment on the status of the reform agenda agreed upon by the three sectors in the first phase of TAG on August 24, 2004. The discussion resulted in the planning of strategies towards achieving the key result areas identified in the reform agenda. The healthy interaction between the local government and civil society groups is a product of regular consultations among the sectors through monthly meetings of TAN and caucus with the local chief executive. The essence of accountability was promoted and practiced in Surigao. It was best exemplified in the partnership of maintaining a complaint desk in the city hall to immediately address the concerns and needs of constituents.

The promotion of good governance was also enhanced through the radio program dubbed as “GARBO nan Surigao” (Good Governance, Accountability and Reform Building Organizations). A total of 45 episodes have been aired over DxSN AM radio every Saturday at 11:30 a.m.-12:00 p.m. since May 2005. Among the various topics discussed were TAG Project’s background and objective, corruption case studies and relevant surveys, Philippine laws related to corruption, counter-corruption initiatives, the GPRA, local real property tax procedural reforms and local issues facing the urban poor, senior citizens, tricycle drivers, and other sectors in the city. The radio program even extended up to April 2006 to facilitate the discussion of issues and concerns related to TAG.

In Cotabato City, the focus of civil society activity is mainly on the citizen feedback mechanism and advocacy activities. Cotabato prioritized its campaign on good governance by utilizing print materials to campaign against corruption. About 1,000 copies of TAG posters, 1,500 pieces of stickers campaigning for responsible governance, 1,500 copies of leaflets on ongoing projects and transactions of the city government, 1,500 copies of flyers on anti-corruption initiatives, and the list of anti-corruption laws and ordinances were printed

and distributed to various agencies and the general public. The purpose was to promote good governance and create awareness on anti-corruption laws and the development trends in the local government. Billboards bearing a campaign theme on anti-corruption and four suggestion boxes to gather feedback and concerns from local citizens were installed in strategic places in the city such as the plaza or city park, office of the Sanggunian Panlungsod (City Council), public market, and city arcade in the second week of April.

To complement the above-mentioned initiatives, a one-hour radio program was conducted every Sunday. About 38 episodes were aired over DxMY AM radio tackling various TAG-related concerns. In addition, the short messaging system (SMS) for mobile phones was utilized dubbed as “I-Text mo sa CCTAN”; this continues to serve as a public service feedback system.

The anti-corruption campaign was intensified through the formation of citizens and junior graft watch. The establishment of the two groups was a product of separate forums among student leaders, community leaders, and elders conducted on February 14 and 28, 2006. TAG orientation was set to be intensified at the community level. A barangay TAG forum was held on April 29, 2006 to gather 45 community leaders to discuss the formation of a citizens’ graft watch and other issues related to the current initiatives under the city TAN.

Civil society organizations in Cotabato continuously exchanged information on TAG-related matters through its quarterly forum, which was started on March 23, 2006. The highlight of the forum was the re-organization of the Cotabato City Transparent and Accountable Network (CCTAN). The forum outlined the civil society annual TAG-related activities and forged recommendations in accomplishing its goals and sustaining its activities through (1) regular consultations between the leaders of the local government, business and civil society groups to discuss issues and concerns related to TAG; (2) a radio program aired at least three times a week for the advocacy and promotion of good governance and responsible leadership; and (3) strengthening of the institutional capability of CCTAN to carry out its mandate more effectively and efficiently.

Civil society groups, the business sector and local government were able to come together to assess the city’s performance vis-à-vis providing spaces for participatory politics through the tri-sectoral forum conducted along with the scorecard workshop on March 20-22, 2006. It was also during this three-day session that a covenant was forged among the three sectors expressing their commitment for accountability and transparency in local governance.

Support for Participation to the 2006 World Ethics Forum

The TAG project supported the participation of Barug Filipino members Jethro Alpuerto and Floreza Duque to the World Ethics Forum from April 9-11, 2006 by funding their domestic expenditures for the international trip. Ms. Duque is the Research and Documentation Coordinator, and Mr. Alpuerto is Barug Filipino’s Project Coordinator.

The forum was organized and hosted by the International Institute for Public Ethics (IIPE) and was held at the Keble College, University of Oxford, U.K. The theme for the conference is “Leadership, Ethics and Integrity in Public Life.”

Mr. Alpuerto and Ms. Duque’s, paper, entitled “Empowering Youth Leadership Toward Creating a Network of Corruption-Intolerant Youth Leaders,” was presented during the conference. International airfare, board and lodging were covered by the International Institute for Public Ethics.

ENHANCING THE CAPACITY OF PARTNERS

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

Empowering Women to be Effective Local Government Leaders in the Philippines

From January to April 2006, there have been continuous development and refinements of the modules that will be used for the political leadership trainings. During this period, the project team, composed of project partners and The Asia Foundation staff, designed a competency framework for public leaders that will provide direction in building up and measuring competencies of the women councilors during the course of the training program. In line with this, a Survey Questionnaire for Elected Women Leaders has been developed to serve as a tool in measuring the competencies and evaluating the effectiveness of the activities.

In May 2006, grants were provided to Ateneo School of Government, DAWN Foundation, and Al-Mujadilah Foundation to carry out the political leaderships trainings for women councilors in Luzon, Visayas, and Mindanao, respectively. The first batch of trainings for the Module 1 on Government Bureaucracy⁴ has been planned for August 2006. The second batch of trainings for Module 2 on Government-Civil Society Partnership⁵ and Module 3 on Consensus Building Approach to Conflict Management⁶ will be conducted in September 2006.

In August, the project team will begin setting up the network for elected women officials. The network will help the women leaders to establish and manage effective political relationships in their internal and external environments, promote women's issues and advocacies through frequent communications, face to face meetings, and mentoring.

The component on the Production of Documentary on Women as Effective Political Leaders will start on July 2006 to highlight the political transformation of selected women councilors.

⁴ The module aims to provide the female councilors with the orientation of government bureaucracy at the national and local levels. It provides basic understanding of the dynamics of government procedures and processes, its impact on how government performs its functions, and how it can be influenced to achieve government development objectives.

⁵ The module will provide the necessary information on models and strategies for local government-civil society collaboration to design and implement community-based responses to problems.

⁶ The module aims to address the need for women councilors to handle potential sources of personal and social conflicts which may arise as they deal with their constituencies, communities, and other elected officials.

The women councilors who will be featured in the documentary will be selected from the women leaders who will participate in the political leadership trainings.

Capacity Building for Mindanao Journalists

The Philippine Center for Investigative Journalism (PCIJ) and the Kapisanan ng mga Brodkaster sa Pilipinas (KBP) conducted three basic radio journalism courses for Mindanao journalists in Davao (February 8 – 11), Cagayan de Oro City (March 8 – 11), and Zamboanga City (March 22 – 25). A total of 81 participants composed of reporters and station managers, mostly working at AM stations, attended the training.

A half-day safety training was incorporated in the three courses, and was opened to other interested journalists. The training was conducted by the security expert hired by the PCIJ for this project. Eleven journalists who were not part of the basic journalism course attended the Davao safety training. Another 11 joined the Cagayan de Oro training (including two from the Armed Forces of the Philippines). For security reasons related to actual threats, PCIJ decided not to accept outside participants to the Zamboanga course, save for two journalists who are colleagues of one of the participants in the basic journalism course.

With the assistance of the security expert, the PCIJ put together a 130-page safety training manual entitled “Staying Alive” and the 10-minute video entitled “Stay Alive.” The printing of the manual was supported by the TAG project, while the production of the video was supported by The Coca Cola Foundation. The manual and the video will be used exclusively as resource materials for future security trainings.

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

As part of the institutional strengthening of the Muslim League of Cities, Municipalities and Communities of the Philippines, a staff development training activity was held on April 24-26, 2006 in Camiguin. Topics such as mainstreaming gender development issues were discussed among staff participants. The training also served as team-building activity for the members of the Muslim League secretariat so they can perform their tasks better as a team.

The Orientation Workshop on Public Service Excellence, Ethics and Accountability for municipalities in Lanao del Sur and Lanao del Norte is currently being scheduled. The two-day orientation workshop will serve as a venue to promote excellence in public service, as well as transparency in government transactions, accountability of local bureaucrats, and a customer-oriented culture in the delivery of basic services.

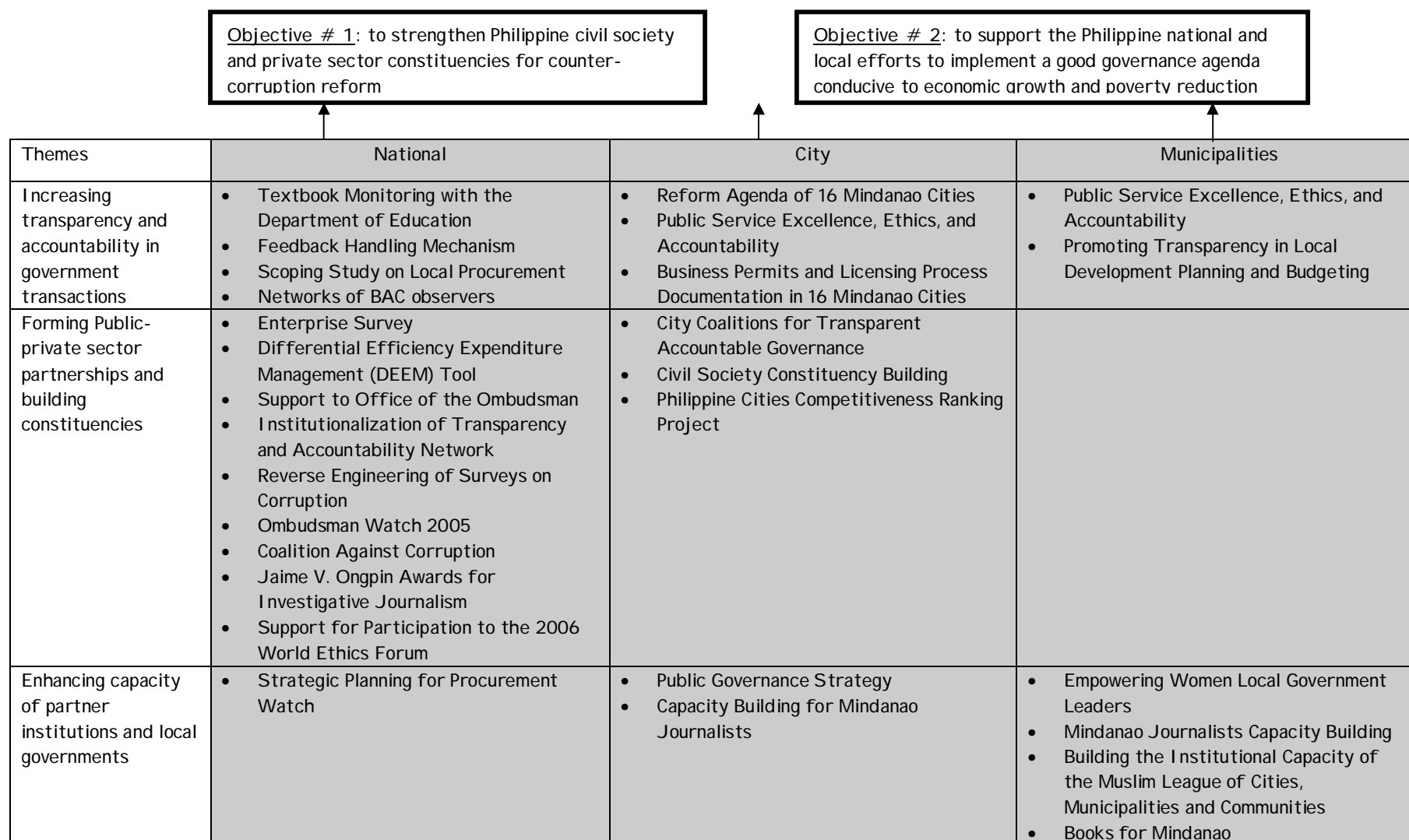
A primer has been produced by the Muslim League containing basic information on the League’s mission, vision and goals. Ongoing development of the Muslim League’s website (www.themuslimleague.org) leads to an updated membership profile database. The League is also preparing for the provincial-level meetings to be held in the coming months and is currently having talks with other donor agencies for possible partnerships.

Books for Mindanao

A total of 21,655 books were distributed to day care centers, public libraries, schools, colleges, universities, and other institutions all over the Mindanao from January to June 2006. The Asia Foundation, with major support from USAID under the TAG Project, has already donated more than 109,000 volumes of books to various institutions across Mindanao since the start of the Books for Mindanao Program in 2003.

The Asia Foundation, with support from USAID, donated books to 180 educational institutions in the Islamic City of Marawi. The turnover ceremony, held on March 15, 2006 distributed 11,500 books to elementary and secondary schools, colleges and universities, day care centers, *madaris*, city government libraries, and non-government organizations. USAID Mission Director Jon Lindborg graced the turn-over event together with Steven Rood, Country Representative of The Asia Foundation, Steven Edminster, Governance Officer of USAID, Ky Johnson, Assistant Representative of The Asia Foundation and Efren Balajadia, Director for Books for Asia-Philippines. The books were received by Marawi City Mayor Omar Ali, and the regional officials of the Department of Education and the Commission on Higher Education in ARMM.

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



Annex 2: Service Improvement Recommendations at the City Level

City	Name of Office	Service Improvement Recommendations
Cotabato City	<ul style="list-style-type: none"> Office of Health Office Office of the City Mayor Civil Registry Office City Planning Office City Social Welfare and Development 	<ul style="list-style-type: none"> Medical Consultation Securing of Business Permit Obtaining and Verification of Documents Securing Zoning Certificate Admission/ Referral of Clients
General Santos City	<ul style="list-style-type: none"> City Hospital <ul style="list-style-type: none"> Nursing Service Administration City Health Department 	<ul style="list-style-type: none"> Admission of Patients Dispensing of Medicines Request for Medical Records National TB Program Issuance of Health Certificate
Surigao	<ul style="list-style-type: none"> City Accounting Office City Budget Office Sangguniang Bayan City Local Registrar's Office City Population Office City Veterinary Office City Planning and Development Office 	<ul style="list-style-type: none"> Processing of Vouchers Processing of Claims Receiving and releasing Barangay Resolution Registration of Birth Issuance of PMC Certificate Animal Vaccination Development of Planning, Programs and Regulation Services
Island Garden City of Samal (IGACOS)	<ul style="list-style-type: none"> City Planning and Development Office City Health Office Sangguniang Bayan City Local Registrar's Office City Assessor City Veterinary Office City Agriculture City Social Welfare and Development Office City Human Resource Management Office 	<ul style="list-style-type: none"> Securing Zoning Certificate Medical Consultation Obtaining Documents (Ordinances, Resolutions) Obtaining and Verifying Documents Obtaining Copy of Tax Declaration Obtaining Seedling and other Farm inputs Providing limited financial support to needy individuals and families Loan Application
Iligan	<ul style="list-style-type: none"> City Human Resource Management Office City Mayor's Office City Assessor's Office City Social Welfare and Development Office City Agriculturist's Office City Civil Registrar's Office City Budget Office 	<ul style="list-style-type: none"> Prepare customer-friendly leave application flowchart Conduct training on policies, systems and procedures Set coordination meetings Simplify set of requirements/documents Conduct orientation for all department liaison officers
Marawi	<ul style="list-style-type: none"> City Population Office 	<ul style="list-style-type: none"> Allocation of 200,000 pesos for

City	Name of Office	Service Improvement Recommendations
	<ul style="list-style-type: none"> • City Budget Office • City Agriculture Office • City Health Office • City Social Welfare and Development • City Community Environment & Natural Resource Office • City Tourism Office • City Cooperatives Office • City Mayor's Office 	<p>the operations of the City Cooperative Office</p> <ul style="list-style-type: none"> • Additional office space for the City Population office • Conduct training on policies, systems and procedures • Simplify set of requirements/documents
Dapitan	<ul style="list-style-type: none"> • City Accounting • City Treasurer's • City Planning • Sangguniang Panlungsod • City Admin • City Admin-Market • City Admin-Tourism • City Admin-HRMO 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.
Malaybalay	<ul style="list-style-type: none"> • City Engineer's Office • City Admin • City Assessor • City Treasurer • City Planning • City Local Economic Enterprise • City Licensing 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.
Dipolog	<ul style="list-style-type: none"> • City Assessor • City Treasurer • Business Permit and Licensing Division • City Admin • City Accounting • City Human Resources Office 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.
Oroquieta	<ul style="list-style-type: none"> • City Mayor's Office • City Administrator's Office • City Treasurer's Office • City Accounting • City Engineer's Office • City Assessor's Office • City Agriculture • City Health Office • General Services Office • City Social Work and Development Office • Local Civil Registry 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.
Ozamiz	<ul style="list-style-type: none"> • City Mayor's Office • City Planning and Development Office • City Treasurer's Office • City Engineering Office • General Services Office • City Health Office • City Social Work and Development Office • Economic Enterprise Office 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.

City	Name of Office	Service Improvement Recommendations
Butuan	<ul style="list-style-type: none"> • City Administrator's Office • City Economic Enterprise • City Engineering Office • City Health Office • City Treasurer's Office • City Environment & Natural Resources • City Veterinary Office 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.
Panabo	<ul style="list-style-type: none"> • City Planning and Development Office • City Economic Enterprise • City Engineering Office • City Assessor's Office • City Health Office • City Treasurer's Office • License Section 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.
Zamboanga	<ul style="list-style-type: none"> • City Mayor's Office • City Treasurer • City Administrator's Office • City Planning and Development • City Health • City Veterinarian • City Agriculture • City Environment • City Engineering 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.
Koronadal	<ul style="list-style-type: none"> • City Treasury • City Mayor's Office • City Health • City Assessor • Civil Registry • General Services Office • City Cooperative Office • City Planning and Development • City Veterinarian • City Engineering • City Environment • City Budget • City Information • City Agriculture • Sangguniang Panlungsod 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.
Tacurong	<ul style="list-style-type: none"> • City Accounting • City Treasurer's • City Planning • Sangguniang Panlungsod • City Admin • City Admin-Market • City Admin-Tourism • City Admin-HRMO 	The Service Improvement Workshop is yet to be conducted. The service improvement recommendations will be identified during the workshop.

Annex 3: Service Improvement Recommendations at the Municipal Level

Municipality	Name of Office	Service Improvement Recommendations
Province of Lanao del Sur		
Kapatagan	<ul style="list-style-type: none"> • Planning and Development Office • Accounting Office • Office of the Sangguniang Bayan • Assessors Office • Budget Office • Mayor's Office • Civil Registrar's Office • Treasurer's Office • Engineer's Office 	<ul style="list-style-type: none"> • The PSEEAP implementation is still at the 1st module (Service Vision/Service Values). The identification of service improvement arenas will be done in succeeding workshops scheduled in July 2006
Wao	<ul style="list-style-type: none"> • Planning and Development Office • Accounting Office • Office of the Sangguniang Bayan • Assessors Office • Budget Office • Mayor's Office • Civil Registrar's Office • Treasurer's Office • Engineer's Office 	<ul style="list-style-type: none"> • The PSEEAP implementation is still at the 1st module (Service Vision/Service Values). The identification of service improvement arenas will be done in succeeding workshops scheduled in July 2006
Province of Lanao del Norte		
Kauswagan	<ul style="list-style-type: none"> • Vice Mayor's/Legislative Office • Planning and Development Office • Accounting Office • Assessors Office • Budget Office • Civil Registrar's Office • Mayor's Office • Treasurer's Office • Engineer's Office • Health Office • Social Welfare and Development Office 	<ul style="list-style-type: none"> • Obtaining Copy of Municipal Ordinance • Arrangement for Schedule of Training • Issuance of Check Advice • Issuance of Certification • Obligation Slip Processing • Marriage Registration • Mayor's Clearance • Collection of Taxes and Licenses • Building Permit • National Tuberculosis Program • Cash Assistance
Kolambogan	<ul style="list-style-type: none"> • Vice Mayor's/Legislative Office • Planning and Development Office • Accounting Office • Assessors Office • Budget Office • Civil Registrar's Office • Mayor's Office • Treasurer's Office • Engineer's Office • Health Office 	<ul style="list-style-type: none"> • Legislative Resolution for LGU Accreditation of NGO's during regular session • Issuance of Zoning and Location Clearance • Processing of Cash Assistance • Issuance of Certification • Obligation Slip Processing • Issuance of Marriage License • Issuance of Permits and

Municipality	Name of Office	Service Improvement Recommendations
	<ul style="list-style-type: none"> • Social Welfare and Development Office • Agricultural Office • Economic Enterprise Development Office 	<ul style="list-style-type: none"> • Clearance • Receiving payments for Real Property Taxes • Issuance of Electrical Permits for Indigenous Dwellings • Pre-Natal Consultation • Court Related Service • Seed Distribution • Loan Facilitation for the Mun. COOP Assistance Program
Province of Maguindanao		
Salipada K. Pendatun	<ul style="list-style-type: none"> • Planning and Development Office • Accounting Office • Assessors Office • Budget Office • Mayor's Office • Administrators Office/HRMO • Civil Registrar's Office • Treasurer's Office 	<ul style="list-style-type: none"> • Obtaining Municipal Profile • Processing of Voucher • Processing of Obligation Slip • Obtaining Birth Certificate • Issuance of Clearance • Renewal of Appointment • Obtaining Community Tax Certificate
Province of Tawi-Tawi		
Bongao	<ul style="list-style-type: none"> • Planning and Development Office • Accounting Office • Office of the Sangguniang Bayan • Assessors Office • Budget Office • Mayor's Office • Civil Registrar's Office • Treasurer's Office • Engineer's Office 	<ul style="list-style-type: none"> • Availability of reliable, updated data and information • Disbursement Vouchers are immediately processed provided supporting documents are complete • Formulation of appropriate resolutions and ordinances attuned to the development needs of constituents. • Prompt and just assessment of real property • Preparation of equitable budget appropriation of Local Funds • Fair and prompt Issuance of Mayors' Permits • Request for registration for Birth, Marriage License and Death Certificates are processed on time without delay • Provide one-stop-shop service processing • Preparation of program of works are done in due time
Province of Sultan Kudarat		
Lambayong	<ul style="list-style-type: none"> • Office of the Municipal Assessor • Municipal Treasurer's Office 	<ul style="list-style-type: none"> • Issuance of tax declaration • Collection of taxes

Municipality	Name of Office	Service Improvement Recommendations
	<ul style="list-style-type: none"> • Municipal Agriculture Office • Sangguniang Bayan Office • Municipal Civil Registrar's Office • Municipal Health Office • Office of the Municipal Accountant • Municipal Mayor's Office • Municipal Budget Office • Municipal Social Welfare and Development Office • Municipal Planning and Development Office • Municipal Engineering Office 	<ul style="list-style-type: none"> • Giving of information technology on Hybrid Rice Production • Legislation of Ordinance and Resolutions • Registration of birth certificate • Consultation • Processing of disbursement voucher • Registration of business permit for sari-sari store • Processing of allocation for obligation slip • Aid to Indigent Family • Checking of Barangay Development Planning (BDP) • Registration of Business Permit for Sari-Sari Store
President Quirino	<ul style="list-style-type: none"> • Municipal Health Office • Municipal Treasurer's Office • Sangguniang Bayan Office • Municipal Budget Office • Municipal Engineering Office • Municipal Mayor's Office • Municipal Planning and Development Office • Municipal Social Welfare and Development Office • Department of Interior and Local Government • Municipal Agriculture Office • Municipal Assessor's Office • Municipal Civil Registrar's Office 	<ul style="list-style-type: none"> • Consultation • Collection of taxes • Barangay Ordinance review action • Approval of the request for allotment of obligation • Issuance of electrical permit • Issuance of Mayor's Clearance • Issuance of clearance for zoning permit and business permit • Referral for medical assistance • Issuance of certification for educational scholarship • Giving of technical assistance • Request for assessment of real property • Application for marriage license
Senator Ninoy Aquino	<ul style="list-style-type: none"> • Municipal Assessor's Office • Municipal Budget Office • Municipal Civil Registrar's Office • Municipal Agriculture Office • Municipal Mayor's Office • Municipal Social Welfare and Development Office • Municipal Planning Development Office • Municipal Accounting Office • Municipal Engineering Office • Municipal Treasurer's Office • Sangguniang Bayan Office • National Commission on Indigenous People 	<ul style="list-style-type: none"> • Assessment of real property and issuance of owner's copy • Processing of documents/Allotment Obligations • Application for the certificate of live birth • Issuance of livestock transport permit • Request for service records • Request for financial assistance • Handling Municipal Development Council Meeting • Processing of vouchers and

Municipality	Name of Office	Service Improvement Recommendations
		supporting documents <ul style="list-style-type: none"> • Application and issuance of building permit • Payment of real property taxes • Enactment of an ordinance • Assistance in settling land conflicts
Province of Zamboanga del Norte		
Labason	<ul style="list-style-type: none"> • Planning and Development Office • Treasurer's Office • Budget Office • Accounting Office • Assessor's Office • Sangguniang Bayan • Population Office • Health Office • Agriculturist Office • Mayor's Office • Municipal Library 	<ul style="list-style-type: none"> • Full utilization of personnel - intra-office activities handled by the MPDO shall be assigned proportionately to all regular staff • Computerization of Real Property tax payment record • Provide regular update of budget allocation balance and disbursements to all departments • Establish a separate office for barangay transactions • Adopt/implement the electronic New Government Accounting System (e- NGAS)
Leon Postigo	<ul style="list-style-type: none"> • Planning and Development Office • Treasurer's Office • Budget Office • Accounting Office • Assessor's Office • Sangguniang Bayan • Health Office • Agriculturist Office Mayor's Office • Human Resource Management Office • Civil Registry Office • Engineer's Office 	<ul style="list-style-type: none"> • Regular updating of data and information • Furnish all necessary data to all barangay officials to be implemented, for monitoring and evaluation. • Conduct advance computation of Real Property Tax and Issue demand letter to tax payment delinquents • Promptness in Processing of Allocation and Obligation Slip • Regular seminars regarding budgeting prior to budget preparation should be conducted in barangays • Delegation of authority to the next ranking employee to do the routinary job in the absence of the head of office • Update operation manuals designed work methods to meet customer needs • All complaints and inquiries

Municipality	Name of Office	Service Improvement Recommendations
		<p>acted upon within a prescribed period especially on the issuance of Tax Declaration.</p> <ul style="list-style-type: none"> • All approved resolutions and ordinances should be circulated to offices and the public as soon as possible. • Hiring of additional health workers and provision of hazard pay to field workers. • Additional budget for medicines for special cases • Coordinate with other line agencies such as; DA, PCA, FIDA, NGO'S, etc. • Improve municipal nursery and increase seedling production for planting materials. • Conduct Regular weekly meeting with department heads and selected staff for updates/ status of project implementation. • Conduct monthly information dissemination on latest CSC memorandum circulars, rules and regulations. • Prompt response and timeliness in counseling of erring LGU employees. • Fast processing of request for Civil Registry Documents
Jose Dalman	<ul style="list-style-type: none"> • Planning and Development Office • Treasurer's Office • Budget Office • Accounting Office • Assessor's Office • Sangguniang Bayan • Health Office • Agriculturist Office • Mayor's Office • Human Resource Management Office • Civil Registry Office • Engineer's Office • Social Welfare and Development Office 	<ul style="list-style-type: none"> • Planning and related project data needed are available and can easily be retrieved for the requesting party. • Closely coordinate with the Technical Secretariat to Municipal Development Council • Aggressive campaign for Payment of Tax • To inform all office concerned to complete the supporting documents prior to the submission to avoid delay • To inform barangay officials to complete budgetary documents and submit to same on time for preliminary review.

Municipality	Name of Office	Service Improvement Recommendations
		<ul style="list-style-type: none"> • Prompt action to filed request by customers according to accepted standard. • Revise a system in the office where in the documents needed by the clients can be easily retrieved. • Deliver immediate service by preparing /segregating resolutions. • Target timeframe to follow up approved resolutions ordinances and request. • Examine request, resolutions, ordinances and other documents to be submitted to Sangguniang for review. • Provide additional budget for purchase of medicines • Conduct of regular health consultation for barangays without health centers • Reproduce production training materials for distribution to farmers • Encourage students from any universities and different colleges to do some studies in our locality and even foreign studies for community development • Develop tool for evaluating job performance • Adopt fast and easy retrieval of records system for certified copies of transcription requested. • Request for information is quickly attended to and complaints are acted upon quickly. • Issue memo to next in rank to change the office in case the officer is on leave or on official travel.
Sindangan	<ul style="list-style-type: none"> • Planning and Development Office • Treasurer's Office • Budget Office • Accounting Office 	<ul style="list-style-type: none"> • Regular updating of file data and information that can also be readily available. • Request for additional

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

Annex 4

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

Province	Municipality	Number of Barangays
BASILAN	I sabela	42
	Tipo-Tipo	37
	Maluso	7
	Tuburan	30
	Lamitan	39
	Sumisip	10
LANAO DEL SUR	Molundo	10
	Tamparan	13
	Ditsaan Raman	10
	Buadi-Puso	10
	Saguiran	10
	Maguing	10
	Pualas	10
	Madalum	10
	Lumbatan	10
LANAO DEL NORTE	Kauswagan	4
	Bacolod	1
	Baroy	10
	Lala	10
	Matungao	10
	Nunungan	10
	Poona Piagapo	10
	Tagoloan	10
	Tangcal	10
	MAGUI NDANAO	Ampatuan
Datu Montawal		11
Datu Paglas		10
Paglat		4
S.K. Pendatun		10
Talitay		13
Mamasapano		10
Datu Piang		10
Barira		11
Matanog		1
Buldon		1
Upi		10
Parang		12
Datu Odin Sinsuat		10
Sultan sa Barongis		10
Rajah Buayan		11
Talayan		18
Pagalungan	10	
Guindulungan	11	
Datu Abdulah Sangki	3	

Province	Municipality	Number of Barangays
	Datu Saudi Ampatuan	11
TAWI - TAWI	Bongao	27
	Simunul	15
SULU	Siasi	10
	Indanan	10
	Pangutaran	10
ZAMBOANGA SIBUGAY	Alicia	10
	Payao	10
	Mabuhay	10
	Olutanga	10
	Talusan	10
	Tungawan	10
	RT Lim	10
	Kabasalan	10
	Siay	10
	Imelda	10
ZAMBOANGA DEL NORTE	Leon B. Postigo	10
Total number of barangays		716

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

Province	Municipality
Maguindanao	Ampatuan
	Datu Montawal
	Datu Paglas
	Paglat
	S.K. Pendatun
	Talitay
	Mamasapano
	Datu Piang
	Upi
	Parang
	Datu Odin Sinsuat
	Sultan sa Barongis
	Rajah Buayan
	Talayan
	Pagalungan
	Guindulungan
Lanao Del Sur	Datu Abdulah Sangki
	Datu Saudi Ampatuan
	Balabagan
	Balindong
	Calanogas
	Ganassi
Kapai	
Madalum	

Province	Municipality
	Malabang
	Marogong
	Masiu
	Sultan Gumander
	Tagaloan II
Lanao del Norte	Baroy
	Lala
	Matungao
	Nunungan
	Poona Piagapo
	Tagoloan
	Tangacal
Tawi-Tawi	Bongao
	Sitangkai
	Panglima Sugala
	South Ubian
	Sapa-Sapa
	Mapun
Basilan	Isabela
	Lamitan
	Maluso
	Tuburan
	Tipo-Tipo
Sulu	Siasi
	Indanan
	Pangutaran
Zamboanga Sibugay	Alicia
	Payao
	Mabuhay
	Talusan
	Tungawan
	RT Lim
	Kabasalan
	Olutanga
	Siay
	Imelda
Zamboanga del Norte	Leon B. Postigo
Total number of municipalities	63

Annex 5: Pictures of Billboards Resulting from the Technical Assistance on Municipal and Barangay Development Planning and Budgeting



Ampatuan, Maguindanao



Datu Montawal, Maguindanao

The Asia Foundation, Bangsamoro Women Foundation for Peace & Development, Inc., United States Agency for International Development

MUNICIPAL DEVELOPMENT PLAN CY 2005-2007 MUNICIPALITY OF GEN. S. K. PENDATUN

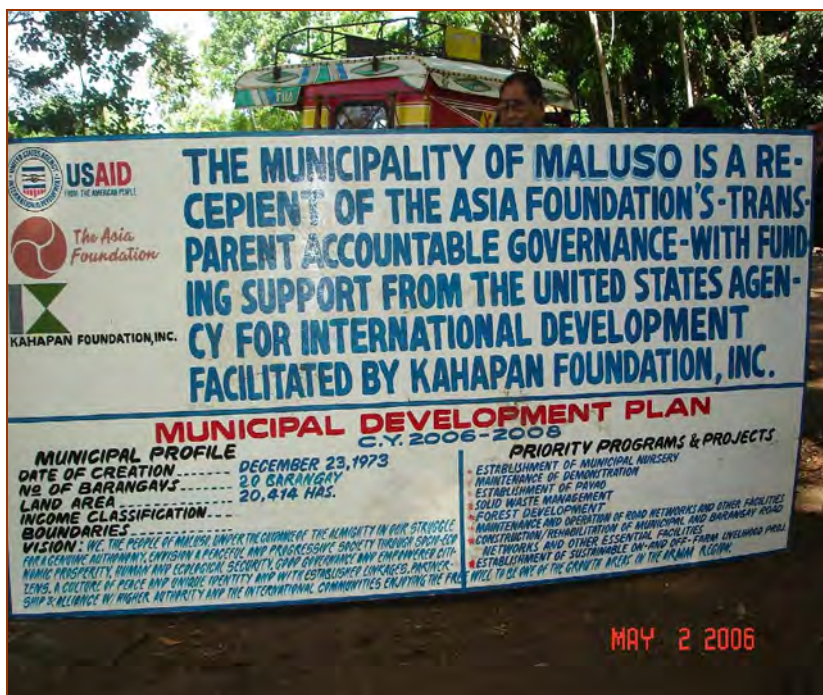
PERFORMANCE AND REVENUE/INCOME	PRIORITY PROGRAMS/PROJECTS/ACTIVITIES	START/END DATE	TIME PERIOD	PERFORMANCE AREA	PRIORITY PROGRAMS/PROJECTS/ACTIVITIES	BUDGETARY EQUIVALENT
REVENUE/INCOME	1. CONDUCT BUDGETING & BUDGETARY MANAGEMENT	1/1/2005	2005-2007	SOCIAL	1. IMPROVING THE FEEDBACK PROGRAM SERVICES	71,500.00
	2. RAISE FUNDING THROUGH LOCAL SOURCES	1/1/2005	2005-2007		2. IMPROVING OF ADDITIONAL INF-CARE SERVICES	71,500.00
	3. CONDUCT BUDGETING OF SOCIAL PLANNING & BUDGETING	1/1/2005	2005-2007		3. IMPROVE REPRODUCTIVE HEALTH SERVICES	71,500.00
	4. IMPROVE EFFICIENCY OF LOCAL REVENUE COLLECTION	1/1/2005	2005-2007		4. INSTALLATION OF WOMEN'S AND CHILDREN'S BIKES	100,000.00
	5. STRENGTHENING OF MUNICIPAL DEVELOPMENT DIVISION	1/1/2005	2005-2007		5. VALUES EDUCATION ON RESPONSIBLE PARENTHOOD/FAMILY PLANNING	71,500.00
	6. IMPROVE THE LOCAL GOVERNANCE CAPABILITIES	1/1/2005	2005-2007	6. ... PERCEIVED OF SELF-MANAGED TERNAGE PREGNANCY	71,500.00	
	7. FORMULATION OF HUMAN RESOURCE MANAGEMENT & DEVELOPMENT PLAN	1/1/2005	2005-2007	ECONOMIC	1. CAPACITY-BUILDING ON APPROPRIATE FINANCIAL/TECHNOLOGY	75,000.00
	8. CONDUCT BUDGETING OF EFFICIENT CAPITAL ON POLICE REPRODUCTIVITY/PROFESSIONALISM	1/1/2005	2005-2007		2. ALTERNATIVE SOURCES OF INCOME	71,500.00
	9. CONDUCT BUDGETING ON POLICE REPRODUCTIVITY/PROFESSIONALISM	1/1/2005	2005-2007	INFRASTRUCTURE	1. CONSTRUCTION/REHABILITATION OF 3 DAY CARE CENTERS	71,500.00
	10. CONDUCT BUDGETING ON POLICE REPRODUCTIVITY/PROFESSIONALISM	1/1/2005	2005-2007		2. INSTALLATION OF TUBES IN MARKET STALLS	71,500.00
				ENVIRONMENT	1. PROGRAM ON WASTE/SEWERAGE COLLECTION & MANAGEMENT	71,500.00
					2. PROGRAM ON WASTE/SEWERAGE COLLECTION & MANAGEMENT OF WASTES & GARBAGE	71,500.00

THIS PLAN WAS REVIEWED AND APPROVED DURING THE MUNICIPAL PLANNING AND BUDGETING WORKSHOP HELD FROM SEP 20-23 AT COLEGIO SAN ATENANTONIO CONDUCTED BY BANGSAMORO WOMEN FOUNDATION FOR PEACE & DEVELOPMENT, INC. THE OFFICES OF THE LOCAL GOVERNMENT OF GEN. S. K. PENDATUN PROVIDED THE SUPPORT PROVIDED BY THE USAID FOUNDATION. THE PLAN IS TRANSPARENT ACCOUNTABLE GOVERNANCE POLICY IMPLEMENTATION UNDER MONITORING RESPONSIBILITY.

S.K. Pendatun, Maguindanao



Lamitan, Basilan



Maluso, Basilan



Alicia, Zamboanga Sibugay

Capacity Building for Local Government Planning and Budgeting Program
under the Third Project of The Asia Foundation in Partnership with
Universidad de Zamboanga
Municipality of Talusan
3-Year Development Plan

MEAN	PROGRAMS/PROJECTS	YEAR				
		2006	2007	2008	2009	2010
SOCIO-CULTURAL DEVELOPMENT SECTOR						
	1. SPORTS FACILITIES	50,000	50,000	50,000	50,000	50,000
	2. MEDICAL PLANTS FOUNDATION	20,000	20,000	20,000	20,000	20,000
	3. ACQUISITION OF DAY CARE CENTRE FACILITIES	50,000	50,000	50,000	50,000	50,000
	4. HEALTH CENTRE ENHANCEMENT	200,000	200,000	200,000	200,000	200,000
	5. ACQUISITION OF MEDICINES	50,000	50,000	50,000	50,000	50,000
ECONOMIC DEVELOPMENT SECTOR						
	1. CAPACITY BUILDING BUILDING AND TRAINING SEMINAR IN TENDERS	100,000	100,000	100,000	100,000	100,000
	2. FISHERIES COOPERATIVE	100,000	100,000	100,000	100,000	100,000
	3. FARM INPUT ASSISTANCE	100,000	100,000	100,000	100,000	100,000
	4. PRODUCTION PROGRAM	100,000	100,000	100,000	100,000	100,000
	5. EFFICIENT MANAGEMENT AND DISTRIBUTION PROGRAM	10,000	10,000	10,000	10,000	10,000
	6. TECHNICAL TRAINING AND DISTRIBUTION PROGRAM	10,000	10,000	10,000	10,000	10,000
	7. MARKET OF LIVESTOCK	10,000	10,000	10,000	10,000	10,000
	8. ANIMAL HEALTH PROGRAM	100,000	100,000	100,000	100,000	100,000
	9. ROAD RECONSTRUCTION	2,000	2,000	2,000	2,000	2,000
	10. FARMER'S STUDIES	2,000	2,000	2,000	2,000	2,000
GOVERNMENT ADMINISTRATION SECTOR						
	1. Local Government Development Program	50,000	50,000	50,000	50,000	50,000
	2. Research and Action Dev't. Plan	40,000	40,000	40,000	40,000	40,000
	3. Transparency Accountability Governance	30,000	30,000	30,000	30,000	30,000
ENVIRONMENTAL DEVELOPMENT SECTOR						
	1. Open Space Management Prog.	30,000	30,000	30,000	30,000	30,000
	2. Administration of Fish Sanctuary	10,000	10,000	10,000	10,000	10,000
	3. Mangrove Rehabilitation	10,000	10,000	10,000	10,000	10,000
	4. Solid Waste Management Program	20,000	20,000	20,000	20,000	20,000
	5. Environmental Monitoring System	20,000	20,000	20,000	20,000	20,000
INFRASTRUCTURE DEVELOPMENT SECTOR						
	1. Rehabilitation of Barangay Road	100,000	100,000	100,000	100,000	100,000
	2. Drainage Rehabilitation	100,000	100,000	100,000	100,000	100,000
	3. Electrification of Barangay	20,000	20,000	20,000	20,000	20,000
	4. Public Market Repair	10,000	10,000	10,000	10,000	10,000
	5. Water System	20,000	20,000	20,000	20,000	20,000
	6. New Construction Building	20,000	20,000	20,000	20,000	20,000
	7. New Construction of Day Care Centres	20,000	20,000	20,000	20,000	20,000
	8. Living Site of Police	10,000	10,000	10,000	10,000	10,000
	9. Acquisition of 2 Buses	10,000	10,000	10,000	10,000	10,000
	10. Grant of Assets and Other Subsidies	10,000	10,000	10,000	10,000	10,000
	11. Home-to-Home Road	10,000	10,000	10,000	10,000	10,000

Talusan, Zamboanga Sibugay

Annex 6: Summary of City Transparency and Accountability Network (CTAN) Activities

City	Planned Activities	Status
Dapitan	Meetings and Networking	<ul style="list-style-type: none"> ü Conducted project briefing/ orientation among TANCSO officers and members ü Conducted monthly networks meetings
	Activate and Organize Barangay TAG Team	<ul style="list-style-type: none"> ü Organized 15 Barangays of Dapitan City, namely: Maria Uray, Maria Cristina, Linabo, Baylimango, Banonong, Dawo, Sulangon, Carang, Poto, Larayan, Bananan, Oyan, Asienero, Sinonoc and Masidlak; ü Involved actively a total of 266 individuals in TAG Team
	TAG Orientation at the Barangay Level	<ul style="list-style-type: none"> ü Oriented 15 Barangays on TAG and its participation in local governance. The TAG Orientation commenced as an introductory activity to Barangay TAG organizing.
	Barangay TAG Trainings	<ul style="list-style-type: none"> ü Trained core group and TANCSO members were involved in barangay organizing for the TAG Team formation
	Participation in Local Special Bodies	<ul style="list-style-type: none"> ü Some members of TANCSO are seating as members of the city's local special bodies; ü Recognition by the Barangay Development Council of the 80 % of the organized TAG Teams/ Barangay TAG.
General Santos City	TAG Talk Radio	<ul style="list-style-type: none"> ü Dubbed as "Pangagamhanan," it is aired over RGMA Super Radyo GenSan every Sunday at 6:30 am - 7:00 am; ü Increased in airtime to one hour (6:30 am-7:30 am) starting January 2006; ü Aired 34 episodes and covered topics such as reform law on value added tax (RVAT), CCTAG feedback system, budget and spending in General Santos City, roles and responsibilities of corruption prevention units of accredited organization, local media as watchdog for corruption, human rights in relation to transparency, tax compliance verification drive of the BIR and activities and programs of TAN-GenSan
	TAG Talk TV	<ul style="list-style-type: none"> ü Dubbed "Advocacy for Good Governance," the show is in partnership with ABS-CBN and aired every other Monday of the month in the local program "Magandang Umaga SOCKSARGEN." It is a 5-minute program that features the forum with the discussants conversing on particular topic in the promotion of TAG. ü About 6 episodes were telecast
	TAN Forum	<ul style="list-style-type: none"> ü Dubbed the Friday Club, the forum is conducted every Friday at Mahintana Foundation, Inc. Office;

City	Planned Activities	Status
		<ul style="list-style-type: none"> ü Served as venue to assess the activities and programs of the City TAN and discuss TAG related concerns
	GAWAD TAN	<ul style="list-style-type: none"> ü The City Social Welfare and Development Office was given the highest award of Model Transparent Department ü Awardees were recognized by Mayor Pedro Acharon on April 3, 2006
Iligan City	CSO-LGU-Business TAG Forum	<ul style="list-style-type: none"> ü Conducted forum at SP Session Hall, Iligan City and participated by 8 LGU Officials; ü Conducted initial discussion with 6 barangays on its participation during the tri -sectoral forum
	Formulate Annual City TAN Planning	<ul style="list-style-type: none"> ü Conducted TAN Meeting and a re-organization and sectoral plan was formulated
	Meeting with business/ private sector	<ul style="list-style-type: none"> ü Conducted series of meetings with the city business chamber
Marawi City	Packaging and Printing of Posters	<ul style="list-style-type: none"> ü Distributed a total of 900 copies of posters with anti-corruption slogan to various organizations and offices including communities in the city
	TAG Billboards	<ul style="list-style-type: none"> ü Installed a total of Ten (10) 4'x8' billboards containing slogans and themes (in Maranao dialect) that campaign for the promotion of TAG were installed in designated places in the city
	Radio Program	<ul style="list-style-type: none"> ü Aired a total of 17 episodes (17 hours) radio program in irregular schedule via DxSM or DxSR AM Radio in Marawi
Surigao City	Meeting with TAN/CSO/ LCE	<ul style="list-style-type: none"> ü Conducted regular monthly meeting instead of quarterly meeting to have regular feedback of activities and also in assessing the status of TAN reform agenda
	GPRA Seminar to all CSOs and reps from different city department	<ul style="list-style-type: none"> ü Conducted GPRA Orientation Workshop
	Complaint Desk at the City Hall	<ul style="list-style-type: none"> ü Maintained a TAN Complaints Desk in the City Hall
	Weekly Radio Program	<ul style="list-style-type: none"> ü Aired a total of 45 episodes of "GARBO (Good Governance and Reform Building Organizations) nan Surigao", radio program every Saturday at 10:30 am -11:00 am in DXSN AM Radio; ü Discussed TAG projects' background and objective, corruption case studies and relevant surveys, Philippines laws related to corruption, counter corruption initiatives, the GPRA, local real property tax procedural reforms and local issues facing urban poor, senior citizens, tricycle drivers and other sectors in the city.

City	Planned Activities	Status
Cotabato	Listing of Procurements	ü Printed and distributed 1,500 copies of leaflets on anti-corruption laws and ordinances to different organizations, offices and individuals
	TAG Billboards	ü I nstalled billboard at the city plaza bearing existing laws and issuances that punished acts of corruption in government. I t also contains the CCTAN vision of "Corrupt Free City of Cotabato"
	TAG Posters and Stickers	ü Distributed 1,000 copies of posters bearing the sign "Corruption is a Crime Against the Poor" and 1,500 pieces of stickers with signs "No to Corruption" to various offices, institutions and organizations in the city
	Leaflets for Government Projects and Transaction	ü Distributed 1,500 copies of leaflets on government projects or transactions to various offices, organizations and institutions in the city
	CCTAN Suggestion Boxes	ü I nstalled four (4) suggestion boxes in mega market, arcade, city hall and SP building for constituencies to drop their comments and suggestions/ feedback on how to improve local governance
	Bi-Annual Assessment	ü Conducted a conference attended by the city government, business and CSOs with the theme "Responsible Governance is Transparent and Meaningful Once Expressed in Statistical Dimension" ü Adopted and signed the CREED of support to TAG. ü Presented the result of the assessment and the CREED to Mayor Sema, who affixed his signature to the document to show his commitment.
	I-Text mo sa CCTAN	ü Received people's comments and suggestions including recommendations from the radio listeners. At least 10-15 texters were received and read over the radio program
	City TAN Advocacy Weekly Radio Program	ü Aired on DxMY RMN AM Radio, Cotabato City every Sunday at 3:00 - 4:00 pm
	Quarterly TAG Forum for CSO	ü Conducted TAG Forum on March 6, 2006 among CSOs on Transparency in Procurement with 33 participating organizations
	Formation of Junior Graft Watch	ü Organized Junior Graft Watch on February 28, 2006 thru assembly of 38 students leaders and youth and signed the "Pledge of Commitment" by them; and ü Discussed group plans last March 12, 2006 and

City	Planned Activities	Status
		included the organization of school-based junior graft watch this school year.
	Formation of Citizens Graft Watch	ü Organized Citizens Graft Watch on February 14, 2006 thru a forum on EHEM participated by 39 CSOs
	Forum on TAG for Barangay Officials	ü Conducted TAG Forum on April 29, 2006 for barangay officials with theme "transparency and accountability: A Challenge to Barangay Governance".
	TAN/ CSO Meetings	ü Conducted CCTAN Assessment Meeting on March 23, 2006 highlighting the presentation of TAG Project accomplishments and acquisition of legal personality.