
TAG3: LOCAL GOVERNANCE IN MINDANAO

ANNUAL REPORT FY2008

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Submitted by



The Asia Foundation

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This report covers activities from October 1, 2007 to September 30, 2008 under the Transparent Accountable Governance (TAG3): Local Governance in Mindanao Project of The Asia Foundation. TAG3 is supported by the United States Agency for International Development (USAID) under Cooperative Agreement No. 492-A-00-07-00021-00 and runs from 01 October 2007 through 30 September 2009. The project aims to strengthen local governance and mechanisms for conflict resolution, and local economic development in Mindanao cities and municipalities.

I. Project Background.

Amidst the ongoing conflict in Mindanao, the population faces serious problems of security, law and order, poverty, and economic underdevelopment. Improved local governance is a key building block towards sustainable peace and development. Local governments are particularly important because local governments provide the primary points of citizen contact with, and participation in, governance processes. While many of these local governments struggle with poor organizational structures, inadequate and ill-equipped staff, and limited budgetary resources, they have the potential to play a critical role in business development, conflict management, and resource allocation.

In order to strengthen local governance mechanisms particularly in conflict-affected areas in Mindanao, The Asia Foundation through the TAG3: Local Governance in Mindanao (TAG3) project extends technical assistance to nine cities and 30 municipalities in Mindanao. The technical assistance is directed to improve governance in ways conducive to restoring peace and order as well as addressing poverty reduction, by using participatory methods that involve local government officials, business people and civil society members. Technical assistance is provided to local governments to:

- Enable them to become more efficient, open, transparent, and accountable;
- Improve planning, and budgeting processes;
- Improve the management of public expenditures;
- Improve the business environment by streamlining governmental systems and clarifying procedures and to reduce opportunities for corruption;
- Reduce regulatory burdens and regulatory compliance costs thereby reducing barriers to economic activity and consequentially increase revenues available for additional services and projects.

Governmental standards on real property tax administration and business permitting and licensing is being developed during fiscal year 2008, in particular localities that would allow comparisons between jurisdictions, and create measures by which local governments can assess their own performance and fashion improvements. Outreach activities such as sharing workshops and conferences will be held in fiscal year 2009 to spread the gains and successes of project activities. TAG3 builds upon the successes and achievements of the Foundation's previous work in 16 cities and 103 municipalities from 2002-2007 under the previous TAG project.

II. Objectives.

The overall goal of TAG3: Local Governance in Mindanao project is to strengthen local governance and mechanisms for conflict resolution and local economic development in Mindanao cities and municipalities. Specifically, the project aims to:

- Improve the overall business environment and increase the competitiveness of cities in Mindanao through better governance;
- Institutionalize good governance agenda in Mindanao local governments;
- Provide models of good governance tools and practices that interested local governments may benefit from;
- Develop standards to measure improvements in local governments' quality of service delivery in two service areas: business registration and real property tax administration;
- Strengthen public-private partnerships in Mindanao cities and;
- Increase availability of reading materials in conflict affected areas of Mindanao.

III. Expected Impact.

Activity	Objective	Impact
A. Technical Assistance to Nine Mindanao Cities.	To improve the overall business environment, and increase the competitiveness of Mindanao cities through better governance.	<ul style="list-style-type: none"> • Simplified procedures and processes on city governments' reform areas (e.g. real property tax administration, investment promotion, management of water utilities, hospital administration, and management of city economic enterprises). • Increased city government investment programs that encourage local economic growth. • Local policies and regulations supportive of the growth of micro, small, and medium enterprises • Presence of human resource management programs that help improve the capacity of city government personnel, increase the employment skills of city residents, and their readiness to supply the human resource requirement of investors.
B. Development of service standards for business registration and real property tax administration.	To create measures by which cities can assess their own performance and fashion improvements that could allow comparisons between jurisdictions.	<ul style="list-style-type: none"> • More accountable, responsive, professional and innovative city government personnel.

Activity	Objective	Impact
C. Technical Assistance to 30 Conflict-Affected Municipalities in Mindanao.	To improve municipal government operations for better service delivery, institutionalize the consultative and participatory processes, and reduce opportunities for corruption through a more efficient, open, transparent, and accountable local government processes.	<ul style="list-style-type: none"> • Increased local revenues available for local government programs and projects. • Improved fiscal management of local governments. • Sustained governance improvements in selected municipalities in Mindanao. • Increased responsiveness of local governments to citizens' needs. • Municipal personnel better equipped to perform their job.
D. Development of Manual on TAG Processes	To provide models of good governance practices that interested local government units may benefit from in undertaking reform initiatives.	<ul style="list-style-type: none"> • Increased access to TAG processes.
E. Partners' Conferences and Sharing Workshops	To provide venue for local governments with information and resources on good governance practices, experiences, accomplishments, and innovations that local governments can replicate.	<ul style="list-style-type: none"> • Replication of good governance practices and innovations.
F. Public-Private Partnerships through the City Coalition for Transparent Accountable Governance (CCTAG)	To strengthen public-private partnerships in TAG cities, institutionalize CCTAG participation in local governance, and sustain governance reforms in Mindanao cities.	<ul style="list-style-type: none"> • Sustained involvement of CCTAGs in city government reform process. • Increased commitment from the business sector to pursue counter corruption advocacy.
G. Books for Asia (Mindanao)	To increase the availability of reading materials in conflict affected areas of Mindanao.	<ul style="list-style-type: none"> • Greater access to educational materials.

IV. Approach and Strategy.

TAG3's objectives are pursued through an integrated approach of technical assistance, education and training, advocacy efforts, sharing of good practices, information dissemination, and discussions to engage all stakeholders to improve governance mechanisms at the local level.

Political leadership is encouraged both to undertake the reform process and to recognize that the benefits of good governance reform can serve their interests. Technical assistance is provided to

local governments through local consultants or local institutions in a manner that improves outcomes to the citizenry while building local capacity to address problems over time.

In implementing the TAG3 project, the Foundation adopts a *demand-driven* and *assisted self-reliance* approach in the conduct of activities in cities and municipalities.

The project only works with local governments interested in the reform process. During TAG2, the League of Cities of the Philippines and the League of Municipalities of the Philippines sponsored competitive processes to inform all possible local governments about the project, solicited expressions of interest, and helped select project sites. In these resulting 16 cities and 103 municipalities, technical assistance was provided and results were evaluated at the end of the TAG2 period.

Thus, TAG3 primarily works with local governments:

- Where technical assistance from an earlier TAG project was successfully provided,
- Whose political leaders are willing to work with the project,
- Committed to partner with, and involve the civil society groups and the business sectors in undertaking the reform process in a participatory fashion,
- Prepared and committed to implement and institute reforms by way of an Executive Order issued by the Mayor, a Local Council Resolution, or a Local Ordinance passed by the Local Council,
- Willing to provide counterpart contribution for project activities.

To ensure that assistance to local governments is tailored to the local context and circumstances, the project uses the results of the post-technical assistance monitoring conducted by the Foundation in the earlier TAG project. The demonstrated responsiveness and cooperation of local governments in the TAG project serve as bases for selecting local governments and in the design of the technical assistance.

The Foundation's experience in the past six years found that different levels of local government call for different kinds of interventions. Cities are more complex and sophisticated than municipalities and barangays. By contrast, municipalities and barangays—where governance is often poor and public participation, transparency, accountability, and responsiveness are woefully lacking—have more elemental technical assistance needs. Thus the nature of technical assistance provided for cities differ from what is provided for the municipalities. In the same way, technical assistance across municipalities also varies depending on their needs and absorptive capacity.

At the city level where governance institutions and administrative and budgeting structures are already present and where substantial impact on reforming bureaucratic processes have been achieved, activities are designed to improve the overall business environment and increase the competitiveness of cities through better governance by reducing regulatory burden and regulatory compliance cost. The TAG3 project works with private sector members and civil society representatives to engage in regulatory reform, reduce regulatory compliance costs, and limit opportunities for corruption.

At the municipal level, the project adopts a two-pronged approach. In municipalities that are considered as high performers during the TAG2 project, where local officials have a deep sense of governance and public service, and that use consultative and participatory processes, the project focuses on assisting municipalities generate additional local revenues, efficiently track and manage their income and expenditures, and develop the capacities of local officials for sound financial management. However, in municipalities where officials and employees have a weaker grasp of governance and public service, little knowledge of consultative and participatory processes, and even little sense of direction, activities are designed to model good governance at the most basic level to enable local governments to plan and manage their budget efficiently, respond to the needs and priorities of the citizens, and improve levels of service delivery.

For cities and municipalities who were involved in previous TAG project but are not directly included in the TAG3 project, a manual containing tools and approaches on how to implement TAG processes will be made available during fiscal year 2009. Sharing sessions will also be conducted to spread the achievements and gains of the project, and a cadre of local resource partners and institutions will be trained on TAG processes to make knowledge and local expertise available to local governments interested to undertake the reform process on their own.

V. Project Accomplishments.

The TAG3 project is composed of five broad components, which for purposes of this annual report is organized under these headings: A) Technical Assistance to Nine Mindanao cities; B) Development of service standards for business registration and real property tax administration; C) Technical Assistance to 30 Conflict-Affected Municipalities in Mindanao; D) Public-Private Partnership through the City Coalition for Transparent Accountable Governance; E) Books for Asia in Mindanao.

A. Technical Assistance to Nine Mindanao Cities.

a) Objective.

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

b) Description of Activity.

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

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

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

c) Accomplishment for Fiscal Year 2008.

The following are the project's accomplishments under this component:

1. Selected and secured support and commitments of nine Mindanao cities.¹ All nine cities submitted the Letters of Intent signed by the Mayor, and City Council Resolutions indicating interest to join and support the project.
2. Briefed cities on the project and the nature of technical assistance.
3. Conducted consensus building workshops to define the areas needing technical assistance in each of the nine cities.
4. Organized, engaged, and deployed the team of consultants to nine cities.
5. Conducted participatory diagnosis to determine the weaknesses of the city's local regulations and policies, human resource development programs, systems and procedures (real property tax system, market management, water utilities management, hospital administration, investment promotions), that affect competitiveness.
6. Gathered baseline information on the present performance of cities in their selected procedural reform areas.
7. Hosted dialogues with appropriate national government agencies, business organizations (trade association, vendors, etc), and other local stakeholders to discuss specific issues related to local regulations and policies that have anti-competitive effect.
8. Presented the results of participatory diagnosis to City Mayors and City Council.
9. Conducted action planning workshops to generate strategies and specific recommendations to improve local regulations and policies, human resource development, systems and procedures to increase competitiveness of cities.
10. Presented strategies and action plans to City Mayors for necessary Executive Order, and endorsement to the City Council.
11. Presented the strategies and action plans to the City Council for information and necessary Council Resolution and/or Ordinance.
12. On-going implementation of service improvement recommendations for procedural reform, action plans for human resource development, and proposed revisions to identified local policies and regulations.

¹ Butuan, Dipolog, Iligan, Oroquieta, Ozamis, Panabo, Surigao, Tacurong, and Zamboanga.

The significant accomplishments of the cities in each of the component are highlighted in the discussion that follows.

Local Policy Reforms

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

The project conducted several consultations and workshops with the business sector, civil society and representatives of city governments in order for the three sectors to build consensus on proposed policies or revisions to the existing policies that impact on business.

A scan of the local policy environment was also conducted to identify policies and regulations that are burdens to business and later representatives of the three sectors explored and weighed different policy options. In many cases, the absence of necessary policies and regulations were the big issues and policies that will fill in the gaps were proposed.

The project also undertook a desk review of documents to determine deficiencies of specific policies and looked closely into city governments' investments in the last three years. The study also examined if city governments prioritize projects necessary for their cities to become more competitive. Action plans were then formulated to identify the specific steps to be undertaken by the city government that that will lead to the enactment or amendment of the proposed policies. Some cities moved faster through the whole process while others moved in much slower pace.

As of 30 September 30, 2008, all seven cities have completed the identification of policies and regulations that burden business and make the cities less enticing to investors. Three of the cities – Butuan, Surigao and Tacurong – have already formulated new policies or proposed amendments to existing ones. For example, in Tacurong, there is already a draft ordinance amending the existing Traffic Ordinance along the business district. Traffic congestion in the business area was a major issue raised by local business groups. On the other hand, the cities of Dipolog, Oroquieta and Panabo are still in the process of building consensus on what policies to prioritize for reforms. In Iligan city, the Mayor already issued the Executive Order No. 224 series of 2008 dated 12 September 2008 creating the ICWS Water Tariff Formulation Task Force to study the adjustment on water tariffs.

Human Resource Development (HRD)

The component is implemented in seven cities namely, Butuan, Dipolog, Oroquieta, Panabo, Surigao, Tacurong, and Zamboanga.³

The project facilitated the conduct of focus group discussions, key informant interviews and perceptions survey for management and rank and file employees of city governments. Most

² Zamboanga and Ozamiz opted not to participate in the policy reform component of the project.

³ Ozamiz opted to focus only on procedural reforms, while Iligan decided to pursue investment promotions.

of the concerns relate to: staff recruitment, selection and promotion, training and development, performance evaluation, and rewards and incentives. Based on the results presented to the Mayors, the members of the City Council and to the department heads of the city governments, through a workshop, the project assisted the cities to come up with action plans in order to address the gaps and deficiencies identified in the five areas of human resource development. Task forces representing each of the HRD areas were formed and were tasked to implement the plans.

As of September 30, 2008, the project was already able to present the action plans to the Mayors and the members of the City Council in six cities namely, Butuan, Dipolog, Oroqueita, Panabo, Surigao and Tacurong. Zamboanga City will have the presentation of the results of the focus group discussions and survey, and conduct its action planning workshop on the 4th week of October. The presentations to the Mayors and members of the City Council were aimed to get the executive and legislative approval and policy support to the action plans crafted. These six cities have also started to implement a number of tasks identified in their action plans, particularly those activities that do not necessarily require enabling policy support or approval of the Mayor.

Another aspect of the HRD intervention was to look into city governments' programs that support skills trainings that boost the employability of the labor force, livelihood development, and private sector employment, through the city's public employment service office. The project found out that except for Butuan and Surigao, most of the cities do not have coherent and programmatic approach to this concern. Thus, four of the important tasks for cities under this HRD intervention are: 1) conduct of inventory of available skills based on the profile of graduates from local schools, 2) develop a database for all available skills in the locality that will be lodge in the Public Employment Service Office of the city government, 3) hosting of job fairs, and 4) hosting of regular meetings with the local chambers of commerce and local universities to assess the match between courses/skills offered by local schools and the needs of businesses.

Procedural Reforms

Investment Promotions

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

The project facilitated the series of workshops which helped the cities have a common understanding on the basic concepts of investment promotions beyond the standard conception of merely tax breaks and fiscal incentives. These workshops also served as opportunities for the city government, the business and the civil society sectors to discuss the policy environment necessary for an investment promotion program to run effectively; define the complementary roles of the three sectors in managing the program; determine the functions of the governing board and implementing staff who will manage the program; identify the competitive edge and comparative advantages of the city over other cities particularly those nearby; and ultimately agree on their strategies for enticing investments.

The four cities have also reviewed their respective local investment codes for specific provisions that need updating or are incompatible with their strategies which were the subject of proposed amendments. Both strategies and proposed amendments are now in the Investment Board and City Council of each city for these bodies to deliberate and act on.

Management of City Services and Enterprises

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

In Oroquieta, the City Council has already passed the ordinance creating the City Economic Enterprise Office. The consultative process that went with the creation of the office, including the determination of the mandate, and functions of the office, as well as the positions and qualifications of people that will staff the office, was assisted and supported by the project. In Tacurong, the project is assisting the city craft ordinance that will create the city's economic enterprise office. The City Economic Enterprise Development Office (CEEDO) is envisioned by the cities to oversee the management of its various economic enterprises. The ordinance includes defining the mandate, services, and organizational structure of the office. Through the project, improvements are currently being undertaken in the areas of collection and remittance following a process mapping and perception surveys conducted during the diagnostic phase of the technical assistance to determine areas for improvements.

The project is facilitating the issuance of an Executive Order as basis for the creation of the Citizens Action Center in Surigao City. The center has been serving as one-stop shop for all inquiries on city government services, including emergency services. However, it has been operating without any legal basis and definite line of accountability. To ensure maximum use of this ad hoc office, the project helped the city government define the lines of accountability among the people in the center, set up a mechanism for coordination between the center and other offices, and establish the service standards to measure for the performance of the center.

In Ozamiz City, the project is assisting the city in the formulation of their new Market Code, in preparation for the opening of its newly constructed city public market. The Market Code sets the policies that will govern the operation of the market, establishes the eligibility criteria for vendors/businessmen to locate in the market, and provides for the stall rates and rental fees. To date, the technical working group has already agreed on the content and the outline and they will soon sit down to write the substance of the code.

In Butuan City, the project assisted the Butuan City Medical Center (BMC) in the benchmarking activity it conducted last August with the General Santos City Hospital and the Davao Medical Center to learn from the good practices of these hospitals. The benchmarking visit was very useful and the BMC technical working group (TWG) immediately identified areas for improvements. One of the improvements the TWG identified is the revision of the workflows of the hospital services to conform to the actual

process and practice. Using a time and motion approach, the BMC-TWG reviewed, revised and finalized the work process flow for every single hospital service. The revised work process flows are now posted in the different offices and units of the hospital, and the BMC management is considering of printing these on tarpaulin for uniformity.

The project also assisted the BMC in drafting the guidelines for granting discounts to indigent patients, as well as on the use of promissory notes when paying hospital bills. The hospital lacks the necessary policies on these two concerns, which as a result, has provided those who are authorized to issue discounts and promissory notes, much latitude and discretion.

The city of Iligan opted to implement reforms on their local water works. After a series of workshops and consultations, review of documents, and conduct of time and motion study, the project is now focused on helping the Iligan City Water System streamline its billing and collection procedure, cluster water meters, and integrate existing databases. Unfortunately, in order to implement the necessary reforms in the first two areas, there is a need to integrate first the existing databases. Thus, efforts were concentrated on requesting funds for the database, which the city government readily granted. As of September 30, 2008 the city government already allocated PhP140, 000.00 for the procurement of computer hardware and software needed to handle the database integration, and a supplemental budget of PhP500,000 was passed to partially cover the investment for the clustering of water meters in selected areas of the city.

Real Property Tax Administration

The project is assisting Zamboanga City complete the digital parcel file of the City Assessor's Office, one of the interventions earlier sought by the city government along with skills transfer in the use of aerial photos for tax-mapping of buildings. The project is also assisting the city government improve the procedures from mapping to collection of realty taxes.

Please refer to Attachment A for details of the accomplishments and results of the activities in nine Mindanao cities.

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

a) Objective.

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

b) Description of Activity.

The project developed service standards for *business permits and licenses* and *real property tax administration* that help assess the performance of local government service providers in

these two service areas. The standards focused on processing time, requirements, costs of service, and assessments.

c) Accomplishments for Fiscal Year 2008.

1. Selected and secured commitment and support from six participating cities.⁴
2. Reviewed existing work processes and prepared illustrative work breakdown structures, macro process maps, and flowcharts in business registration and real property tax system.
3. Conducted series of workshops to document actual work processes, compare work structures and processes across the six cities, propose improvements to existing work processes, and develop standards.
4. Conducted a writeshop to agree on the flow and content of the Service Standards Handbook.
5. Edited the first draft of the Service Standards Handbook.

The Ateneo de Davao Center for Local Governance has finished the lay-out for the handbook and the first print is expected to come out on the first week of November 2008. The print out will be forwarded to the editor for proof reading and for technical review by The Asia Foundation and approval by USAID.

The manual is a product of two workshops and a writeshop participated by six cities. The first workshop was conducted in February 2008 to define the content of the service standard guidebook. The workshop also tried to describe the specific services and define the standards for delivering services related to real property tax administration (RPTA) and business permits and licensing services (BPLS).

A subsequent workshop compared, analysed, and consolidated their respective RPTA and BPLS services. The last activity was a writeshop where representatives of city offices wrote the content of the manual, such as the legal basis, service descriptions, processes, and standards for each of the service areas.

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

a) Objective.

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

⁴ Butuan, Surigao, Tacurong (Mindanao), Iriga, Santiago (Luzon), Roxas (Visayas).

b) Description of Activity.

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

c) Accomplishments for Fiscal Year 2008.

1. Briefed 30 municipalities on the project and the nature of technical assistance.
2. Selected and secured support and commitments from 19 Mindanao municipalities.
3. Conducted consensus building workshops in 19 municipalities to define the focus of technical assistance. (Please refer to Attachment B for the list of municipalities and the focus of the technical assistance).
4. Organized, engaged, and deployed consultants to 16 municipalities.
5. Conducted participatory diagnosis in 16 municipalities on selected technical assistance area (e.g. business permits and licenses, management of market and bus terminal, hospital management, human resource development).
6. Gathered baseline information on the present performance of municipalities in their selected technical assistance area.
7. Presented the results of participatory diagnosis to Municipal Mayors and Municipal Councils.
8. Conducted action planning workshops in eleven municipalities to generate strategies and specific recommendations to improve the weaknesses of the identified technical assistance area.
9. Presented strategies and action plans to Municipal Mayors for necessary support, Executive Order, and endorsement to the City Councils.
10. Implemented action plans and service improvements in nine municipalities.
11. Conducted periodic coaching, mentoring and monitoring visits in 16 municipalities.

The project short-listed 45 municipalities for TAG3 based on the thorough review of performance of the municipalities under TAG2 project, which was the project's target for project briefing and orientation. Out of the 45 municipalities, 30 have been briefed and oriented on the project. Municipalities who expressed interest in the project were requested to submit a letter of intent from the Mayor and a Municipal Council Resolution in order to be fully accepted to the project. Consensus Building Workshops were conducted in the municipalities that have fully complied with the initial requirements. Twenty municipalities are already enrolled in the project, and 16 of which have an on-going technical assistance on procedural reforms as of September 30, 2008. Consultations, learning visits, participatory and action planning workshops have been conducted and facilitated by the project to assess and identify areas for intervention and service improvements.

Business Permits and Licensing

Ten municipalities are undertaking reforms in business permits and licensing, which are as follows:

Province	Municipalities
Lanao Norte	Baroy
	Kolambugan
Zamboanga del Sur	Bayug
Zamboanga del Norte	Leon Postigo
Zamboanga Sibugay	Alicia
	Tungawan
	Siay
Tawi Tawi	Bongao
Sulu	Jolo
Basilan	Lamitan City

The project completed the conduct of data gathering and participatory diagnosis in nine municipalities, except Lamitan City, which is set to start its activities in November 2008. Training on service documentation was also provided in seven⁵ of the nine municipalities to enable the municipal technical working group in each of these municipalities document the existing workflow on business permits and licensing processes. These municipalities have also finished drafting their respective service improvement recommendations based on the results of the baseline and diagnostic studies made. A case study to restructure the process and procedures on the issuance of business permits and licenses is being finalized by members of the municipal TWG for presentation to the Mayor and the Sanggunian Bayan (Municipal Council).

In the municipalities of Bongao and Jolo, the project recently completed a baseline study and participatory diagnosis which will be the basis of for developing strategies and action plans for implementation.

In the case of Lamitan City, data gathering and diagnosis on its business permits and licensing procedure is schedule in November 2008.

Management of Municipal Economic Enterprises and Services

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

⁵ Baroy, Kolambugan, Bayug, Leon Postigo, Alicia, Siay, Tungawan.

Province	Municipalities
Lanao Norte	Kauswagan
Zamboanga del Norte	Pinan
Zamboanga Sibugay	Kabasalan
Shariff Kabunsuan	Upi
Cotabato	Tulunán

The project completed a baseline assessment and diagnosis in all of the five municipalities. In the case of Kauswagan, Pinan, and Kabasalan, strategies and implementation plans that will address the gaps and deficiencies identified during diagnostic phase were crafted with the assistance of the project. Implementation of these plans is ongoing, with coaching and mentoring assistance from the TAG3 project.

The project also facilitated the conduct of learning visits in municipalities and provincial government with best practices in certain areas. The municipality of Kabasalan which is doing reforms in the operation of its municipal hospital, visited the Negros Oriental Provincial Hospital which was assisted by USAID-HSRTAP⁶ from 1999-2002, and was recognized for best practice on hospital operations. On the other hand, the municipality of Pinan conducted a cross visit to the municipality of Kabasalan to benchmark for the operation of its public market and terminal. Similarly, the municipality of Kauswagan visited the municipality Naawan in Misamis Oriental to learn about the structure and management of its municipal economic enterprise office. These learning visits provided TAG municipalities with exposure on the process of redesigning the procedures, structures, and policy mechanisms related to the management and operations of public economic enterprises.

In the case of Upi in Shariff Kabunsuan, the project has finished a baseline study, diagnosis, and participatory action planning activity to address the gaps identified during the diagnosis. Implementation of action plans is ongoing.

In Tulunan, Cotabato, initial consultations, key informant interviews, baseline data gathering, and participatory diagnostic workshop have been conducted. The strategy formulation and action planning workshop will be undertaken this November 2008.

Human Resource Management

Only the municipality of Wao in Lanao del Sur is undertaking reforms on human resource development.

As of September 30, 2008, the project completed all planned activities leading to the drafting of the municipality's Human Resource Development (HRD) Plan. The technical working group with the assistance from the project wrote the draft of the HRD Plan, which was subsequently presented to the Mayor. The HRD plan is already scheduled for second reading

⁶ Health Sector Reform Technical Assistance Project.

on October 27, 2008 session of the Municipal Council. Prior to the second reading, members of the Municipal Council already gave their assurance that they will adopt the plan and that appropriate budget will be provided. Once the HRD Plan is adopted by the Council, it will then be forwarded to the Civil Service Commission for approval. The HRD plan is comprised of the following: merit and promotion plan, training and development, performance evaluation, job description formulation, grievance machinery, and rewards and incentives system.

Real Property Tax Administration

Three municipalities have identified real property tax administration as the focus of their reform agenda. These municipalities are as follows:

Province	Municipalities
Lanao Norte	Tangcal
Lanao del Sur	Kapatagan
Maguindanao	Sultan Sa Barongis

Unfortunately, due to the volatile peace and order situation in Tangcal and Kapatagan, project activities are still on hold. In the case of Sultan Sa Barongis, the flooding in the area for three months now made it difficult for the project to start its activities.

Please refer to Attachment B for details of the accomplishments and results of the activities in 19 municipalities.

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

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

a) Objective.

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

b) Description of Activity.

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

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

c) Accomplishments for Fiscal Year 2008.

1. Assessed the status of CCTAGs in 16 Mindanao cities and selected 10 CCTAGs⁷ with prospects for sustainability.
2. Conducted area visits in 10 cities.
3. Completed the strategic planning workshops in 10 CCTAGs.
4. City government and local chamber support mobilized for CCTAG activities.
5. Consolidated all CCTAG Advocacy Agenda as input to MCTAG⁸ Strategic Planning Session.
6. Conducted the MCTAG Strategic Planning Session.
7. Hosted the MCTAG Forum attended by the 10 CCTAGs.

Through a sub-grant to the Mindanao Business Council, the project is supporting the “Paglalatang 2015: Sustaining the Collaborative Counter-Corruption Program of the Mindanao Coalition for Transparent Accountable Governance (MCTAG).” Paglalatang 2015 aims to assist the different City Coalitions for Transparent Accountable Governance (CCTAG) in ten cities to conduct and support reforms and advocacies anchored on governance and cultural reforms, partnership, and resource mobilization. The project supported the conduct of strategic planning workshops in 10 CCTAGs that enabled the coalitions to identify local policy issues and agenda to support and advocate for the development of their respective cities. Possible strategies and mechanisms were also identified that will help sustain the advocacies of the CCTAGs beyond the support of the TAG3 project. In addition to the identified policy reforms for each CCTAGs, will also carry the advocacy for the local policy reform component of the project in nine cities.

The table below presents the policy reforms of various CCTAGs.

City	CCTAG Policy Reform Issues
Butuan	<ul style="list-style-type: none"> • Review of local tax code • Develop a citizen’s feedback mechanism • Privatize public facilities and services such as the terminal, market, slaughterhouse, and garbage collection • Conduct benchmarking survey • Institutionalize the CCTAG through the issuance of City

⁷ Butuan, General Santos, Iligan, Island Garden City of Samal, Malaybalay, Oroquieta, Panabo, Surigao, Tacurong, and Zamboanga.

⁸ MCTAG serves as the mechanism for Mindanao-wide advocacy of the CCTAGs. It is also a venue for the different CCTAG to interact and exchange information.

City	CCTAG Policy Reform Issues
	Council resolution
General Santos	<ul style="list-style-type: none"> • Review and amend the City Development Plan of General Santos • Review and amend the City Zoning Ordinance • Review and amend the City Land Use Plan • Establish a Comprehensive City Shelter Plan • Establish an Integrated Information and Communications Technology Plan • Create an Integrated City Communications and Information Plan
Iligan	<ul style="list-style-type: none"> • Develop a proposal for a procedural manual • Reclassify real properties for tax assessment • Reduce government subsidy to income-generating departments of the local government such as the hospital, integrated bus terminal, and the water district • Support the full implementation of the “Clean and Green” program • Support the creation of a “No Mining” policy in watershed areas • Support industrial waste management for the protection of coastal resources and inland vegetation • Peace advocacy for sustainable development • Reforms in the issuance of building permit • Develop information education campaign materials on business operation • Improve the drainage system • Implement the City Investment Code • Improve the facilities of the City Hospital
Island Garden City of Samal	<ul style="list-style-type: none"> • Creation of an amusement tax and environmental users’ fee for breakwaters • Drafting of Water Code for Samal • Drafting of Gender Code • Information dissemination on legitimate property development and the city zoning ordinance • Revisiting the Memorandum of Agreement on Ancestral Domain
Malaybalay	<ul style="list-style-type: none"> • Support on the strict implementation of the city environment code • Monitoring of the zoning ordinance specifically in traffic management and the city’s master plan • Monitoring the city revenue code • Request possible membership in the City Tourism Board • Strict implementation and compliance monitoring of peace

City	CCTAG Policy Reform Issues
	and order ordinances <ul style="list-style-type: none"> • Institutionalization of the CCTAG • Involvement and monitoring of the City Investment Code and Plan
Oroquieta	<ul style="list-style-type: none"> • Develop a comprehensive procedural manual for city services • Review of the local tax code • Strengthen the CCTAG
Panabo	<ul style="list-style-type: none"> • Strict implementation of RA 8194 (Procurement Act) • Support confidence-building advocacies • Eradicate corruption at the department level of local governments • Governance/policy reforms
Surigao	<ul style="list-style-type: none"> • Reclassify urban lands classified as timber lands into alienable and disposable lands to generate investment • Include jurisdictional waters for IRA share computation • Set limits on unnecessary hiring of city government employees • Develop a master plan for the Surigao boulevard • Protection and maintenance of mangrove areas • Alternative livelihood for island and rural communities • Implement the business registry ordinance • Support on the hiring of additional police personnel
Tacurong	<ul style="list-style-type: none"> • Review policies related to solid waste management program, traffic and transport
Zamboanga	<ul style="list-style-type: none"> • Support road opening and expansion • Support effective and efficient real property tax administration • Support policies on tourism • Lower setback zoning requirements • Support the initiative on socialized housing fund • Support the creation of traffic task force

In August 2008, A Mindanao Coalition for Transparent Accountable Governance Forum on Economic Governance was held to present the MCTAG strategic plans and formulate economic governance agenda for Mindanao. Around 80 participants from 10 CCTAGs attended the activity. Undersecretary Virgilio Leyretana of Mindanao Economic Development Council (MEDCO) delivered the keynote speech. The table below is the consolidated priority advocacy agenda for Mindanao drafted by the ten coalitions:

Advocacy Agenda	Critical Actions to be undertaken by CCTAGs
Institutionalize citizens' participation through public feedback mechanism to reduce or eliminate criminal incidents	<ul style="list-style-type: none"> • Draft resolutions for submission to Regional Development Committee • Coordinate with telecommunication companies • Share information through establishment of an Operations Center • Increase involvement of the private sector • Establish protocol on information dissemination • Validate information or data
Reduce power rates to attract more investments	<ul style="list-style-type: none"> • Review and study the Cagayan de Oro model on power rates • Identify power generation alternatives • Study on the restructuring of power rates • Organize a Mindanao Power Summit
Reduce Mindanao transport cost to promote and enhance trade investments and tourism	<ul style="list-style-type: none"> • Support for establishment of expressways for cross-province movement • Support on the establishment of Metro Railways for bigger cities • Submit resolution to Davao Investment Development Program (for Region XI) • Conduct information caravan for local governments on source capital for vital infrastructure projects in coordination with League of Cities of the Philippines, Department of Interior and Local Government, and Philippine National Bank • Draft of resolutions to strengthen Regional Development Committee resolution on Cabotage Law
Improve drainage and sewerage disposal system in all local governments in Mindanao to ensure protection of environment	<ul style="list-style-type: none"> • Increase collaborative undertaking between local and provincial governments on cost sharing • Enforce the requirement on sewerage system through Health and Sanitation Code • Review and secure information of the existing sewerage and septage technologies
E-access of local government transactional manual to enhance accessibility of information and processes	<ul style="list-style-type: none"> • Issue resolution per CCTAG-LGU to institutionalize the process • Request assistance to come up a study of standard format

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

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

b) Description of Activity.

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

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

c) Accomplishment for Fiscal Year 2008.

A Memorandum of Agreement has been signed between CORDNET and the municipal government of Asipulo to clarify the roles and generate the commitments of various stakeholders involved in the project. Regular meetings with the Municipal Health Board are being conducted to identify health agenda which will be presented to the Barangay Council for budget allocation. A Trainers' Training for the Oban Council on Four COPS has been held to enhance the knowledge of traditional health workers on advocating the health agenda in remote villages (*sitios*).

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

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

b) Description of Activity.

With USAID's support through the TAG3 project, the Foundation continue its Books for Asia (Mindanao) initiatives – providing schools in conflict-affected areas of Mindanao with

easy access to reading materials. The Asia Foundation provide the books free, while TAG3 project resources cover packing and some domestic shipping costs, while local recipient resources would cover other shipping costs.

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

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

c) Accomplishments for Fiscal Year 2008.

From October 2007 to September 30, 2008, a total of 47,891 books were distributed to 940 public and private elementary and secondary schools and colleges in Mindanao.

Period Oct. 2007 to Sept 2008		REGION						TOTAL
		IX	X	XI	XII	ARM M	CARAGA	
Elementary	Public	635	1,385	20,000	50	2,795	3,250	28,115
	Private	0	65	44	100	500	0	709
Secondary	Public	205	365	3,029	120	525	60	4,304
	Private	75	70	321	50	120	0	636
Colleges and Universities	Public	213	375	284	419	55	182	1,528
	Private	576	1,068	1,752	500	543	435	4,874
Non- Academic	Public	1,300	770	952	300	295	195	3,812
	Private	163	0	270	165	260	0	858
	Day Care	50	1,400	1,605	0	0	0	3,055
TOTAL		3,217	5,498	28,257	1,704	5,093	4,122	47,891

Two large-scale donations were held in March 6 and 7, 2008 in Mindanao, with a total 20,000 children's books and reference materials donated to 560 schools in the province of South Cotabato and the cities of Koronadal and General Santos. The events were attended by the city mayors, the Governor and Congresswoman, public school officials, etc.

Attachment A: Status of Activities in TAG3 Cities

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
Butuan	Local Policy Reforms	<p>Participatory Diagnosis</p> <ul style="list-style-type: none"> - Reviewed Annual Investment Plan (AIP), City Development Plan (CDP) - FGDs with CSO and business <p>Crafting of Strategies/ Recommendations</p> <ul style="list-style-type: none"> - Crafted Action Plan - Did a simple study on the traffic problem <p>Presentation of Proposed Changes</p> <ul style="list-style-type: none"> - Presented proposals to Trade and Industry Development Division (TIDD), Traffic Division and SP <p>Implementation of Reforms</p> <ul style="list-style-type: none"> - Posted info on incentives in the city's website. 	<ul style="list-style-type: none"> • Lack of information on the investment incentives provided by the city. • Traffic congestion in the business district of the city. • Tedious process of applying for business permit and its high cost. 	<ul style="list-style-type: none"> • Enact the revised traffic ordinance. • Review of the business permitting system and the fee structure. • Adopt a new fee structure and streamlining of the BPLS. 	<ul style="list-style-type: none"> • Made info on incentive more accessible to potential investors. • Deepened city officials' appreciation of the importance of assessing the impact of policies and regulations on business. • Transferred to city officials basic technology in policy and regulatory impact assessment; • Provided a venue where business and civil society can vent out their feedbacks on city government policies and regulations.

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
	Investment Promotion	<p>Participatory Diagnosis</p> <ul style="list-style-type: none"> - Reviewed Investment Code - FGDs with business, CSO and city gov't; <p>Crafting of Strategies/ Recommendations</p> <ul style="list-style-type: none"> - Workshop on identification of Comparative Advantages; - Formulated Investment Promotions (IP) Strategies <p>Presentation of Proposed Changes</p> <ul style="list-style-type: none"> - Presented proposals to Local Investment Board and SP <p>Implementation of Reforms</p> <ul style="list-style-type: none"> - Lobbied for a Php 5 M allocation to the TID Division 	<ul style="list-style-type: none"> • Already with a comprehensive policy and program on investment promotion, the city now needs to strengthen the Trade and Industry Development Division (TIDD), being the secretariat of the Investment Board. 	<ul style="list-style-type: none"> • Rationalize the current structure of the TIDD; • Facilitate the formulation of the Annual Work and Financial Plan of the TIDD; • Incorporate agreed amendments to the Investment Code; • Help identify key personnel who will spearhead the city's investment program; • Training of investment center staff; • Monitoring and evaluation. 	<ul style="list-style-type: none"> • City government saw the importance of systematically planning their investment program starting with knowing their comparative advantages to knowing what to do to promote investment.
	Hospital Administration	<p>Participatory Diagnosis</p> <ul style="list-style-type: none"> - FGDs, perception survey, study of hospital 	<ul style="list-style-type: none"> • Absence of, if not inconsistency of policies and procedures; • Low morale and low productivity; 	<ul style="list-style-type: none"> • Draft necessary policies; • Draft Manual of Procedures; • Workshop on customer services; 	<ul style="list-style-type: none"> • BMC workers finally recognized the problems in their operation, the subject of many complaints from city

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		documents Crafting of Strategies/ Recommendations - Crafted an action plan - Created taskforces to do the planning and spearhead the implementation; Implementation of Recommendations - Reviewed existing systems and procedures in all BMC departments - Visited hospital in General Santos and Davao	<ul style="list-style-type: none"> • Discourtesy and insensitivity to clients; • Need for a professional development program; 	<ul style="list-style-type: none"> • Display of signage, work flows, oganizational and fee structures; • Intensify info drive; • Draft proposals for professional development; Monitoring and evaluation. 	<p>officials and the people of Butuan;</p> <ul style="list-style-type: none"> • The learning visits to others hospitals, strengthened the resolve of BMC workers and the city government to push for serious reforms.
Dipolog	Local Policy Reforms	Participatory Diagnosis - Consultations with city officials and the local chamber	<ul style="list-style-type: none"> • Tedious process in applying for business permit. 	<ul style="list-style-type: none"> • More consultations and deeper discussions of issues both with city officials and with the local chambers; • Craft proposed policies or regulations. 	<ul style="list-style-type: none"> • City officials manifested openness for policy/regulatory reviews and reforms.
	Investment Promotions	Participatory Diagnosis - Reviewed Investment Code - FGDs with business, CSO and city gov't; Crafting of	<ul style="list-style-type: none"> • There's a need for the city to formulate an Investment Incentive Code that will define their investment promotion program. 	<ul style="list-style-type: none"> • Formulate IP strategies • Craft the Investment Incentive Code incorporating governing body, preferred investment areas, the mandate and management of the investment center, the incentives offered by 	<ul style="list-style-type: none"> • City government officials realized the need of having their own Incentive Code separate from that of the province; • Made the city government see or recognize the

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		Strategies/ Recommendations - Workshop on ID of Comparative Advantages; - Formulated IP Strategies		the city to investors. <ul style="list-style-type: none"> • Training of key investment center personnel. 	importance of systematically planning their investment promotion program and involving the business sector in the whole process.
	Human Resource Development	Participatory Diagnosis - FGDs, perception survey and study of documents related to the HRD program of the city; Crafting of Strategies/ Recommendations -Formulated an enhancement plan of the city's HRD program; Presentation of Proposed Changes - Presented survey results to city officials.	<ul style="list-style-type: none"> • Hiring and promotion of staff do not always have objective bases that will stand close scrutiny; • Absence of a criteria or basis to select participants to trainings. • No equal access to training among city government staff. • Raters during staff evaluation lack appreciation of their role and responsibilities; • There's additional need for more incentives (not necessarily fiscal) to motivate city government workers more. 	<ul style="list-style-type: none"> • Devise a point system for evaluating candidates for promotion and involve department head concerned in the interviews; • Conduct training needs assessment and update employees' records of trainings attended; • Develop performance standards and hold training of raters; • Conduct team building activities per departments. 	<ul style="list-style-type: none"> • Beyond the usual tasks of computing absences, etc., HR people of the city government saw the need for a pro-active HR program to enhance organizational performance.
Iligan	Local Policy Reforms	Participatory Diagnosis - FGDs and consultations - Impact assessments of	<ul style="list-style-type: none"> • Water service is highly subsidized by the city government; current tariff is P12 lower than the break even rate; • City government is 	<ul style="list-style-type: none"> • Presentations of the proposed water tariff adjustment - to Mayor and department heads, local business groups, civil society organizations, 	<ul style="list-style-type: none"> • City government realized the importance of subjecting their policies to reviews and impact assessments; • They also realized the

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		<p>policies</p> <p>Crafting of Strategies/ Recommendations</p> <ul style="list-style-type: none"> - Planning of the Water Tariff Formulation Taskforce <p>Presentation of Proposed Changes</p> <ul style="list-style-type: none"> - Technical group's presentation of computations to taskforce; <p>Implementation of Recommendations</p> <ul style="list-style-type: none"> - Computation of proposed tariffs. 	<p>amortizing a P445.50M loan incurred for the development of the local water works;</p>	<p>members of the SP.</p> <ul style="list-style-type: none"> • Formulate SP ordinance containing the tariff adjustments. 	<p>importance of technical preparation and the significance of empirical evidence as basis of any policy or regulation;</p> <ul style="list-style-type: none"> • Capacitated the technical working group of the task force in the computation and process of adjusting water tariffs.
	Investment Promotions	<p>Participatory Diagnosis</p> <ul style="list-style-type: none"> - Reviewed Investment Code - FGDs with business, CSO and city gov't; <p>Crafting of Strategies/ Recommendations</p> <ul style="list-style-type: none"> - Workshop on ID of Comparative Advantages; - Formulated IP 	<ul style="list-style-type: none"> • Many of the provisions in the City's Investment Code are stated in broad strokes, thus open to interpretations; the provision on the preferred investment areas is a good example; • Some of the incentives are unnecessary, some are not so enticing to potential investors, thus need to be revised or restated. 	<ul style="list-style-type: none"> • Present proposed amendments to some SP members; • Assist in the revision of the Investment Incentive Code incorporating proposed amendments; • Lobby for the enactment of the revised Investment Code; • Train the Investment Promotion Center Secretariat on how to discharge their duties effectively. 	<ul style="list-style-type: none"> • Helped the city government decide on how best to manage the promotion of investments for the city.

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		<p>Strategies</p> <p>Presentation of Proposed Changes</p> <ul style="list-style-type: none"> - Presented proposals to Local Investment Board 			
	Water Resource Management	<p>Participatory Diagnosis</p> <ul style="list-style-type: none"> - FGDs, document studies, walk-through of process <p>Crafting of Strategies/ Recommendations</p> <ul style="list-style-type: none"> - Planning workshop <p>Presentation of Proposed Changes</p> <ul style="list-style-type: none"> - Proposals presented to Mayor, department heads, ICWS management. <p>Implementation of Reforms</p> <ul style="list-style-type: none"> - Allocation of P140K for purchase of computers and P500K for the clustering of meters. 	<ul style="list-style-type: none"> • Meter reading takes a lot of personnel time because of hard-to-access water meters; encoding the readings and serving the bills also takes time because the water work's database is not integrated and not interconnected. Thus, payments of dues are often delayed because of this. 	<ul style="list-style-type: none"> • Purchase of new hardware and software for the database; • Lobby for next year's allocation for clustering of meters. 	<ul style="list-style-type: none"> • City government realized the importance of investing now in the enhancement of the management of the local water works; this move will have long-term profitability as a pay-off not to mention that it will also free up the city from exorbitant subsidies sourced out of its own coffer.
Oroquieta	Local Policy Reforms	<p>Participatory Diagnosis</p> <ul style="list-style-type: none"> -FGDs, Interviews 	<ul style="list-style-type: none"> • Initially, identified regulations related to the fish port and policy in 	<ul style="list-style-type: none"> • More consultations on the possible focus of policy reforms; 	<ul style="list-style-type: none"> • Made city officials appreciate the importance of the

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
			support of MSMEs, but these have yet to be firmed up;	<ul style="list-style-type: none"> Formulate proposed policies; Lobbying for enactment of the policy. 	policy reform component of TAG3.
	Management of City Economic Enterprises	<p>Participatory Diagnosis -FGDs, Documents review, workshops, perception survey.</p> <p>Crafting of Strategies/ Recommendations - Planning Workshop</p> <p>Presentation of Proposed Changes -Presentation to Mayor and SP</p> <p>Implementation of Reforms - Writeshop of the proposed ordinance; - Process Mapping</p> <p>Adoption of Reforms - Enactment of the ordinance creating the City Economic Dev't Office</p>	<ul style="list-style-type: none"> No single office in the city government is in-charged of the managing the operations and development of its economic enterprises (the fish port and the public market). Procedure from collection to remittance of income from these enterprises is not clear. 	<ul style="list-style-type: none"> Monitoring of ordinance implementation and adoption of proposed improvements in the collection and remittance system. 	<ul style="list-style-type: none"> Created an office within the city government that manages all economic enterprises. Baseline information on the performance of city economic enterprises was established.
	Human Resource Development	Participatory Diagnosis - FGDs, perception	<ul style="list-style-type: none"> Mayor names his preferred candidate before formal selection 	<ul style="list-style-type: none"> Create a separate committee that will deliberate promotions; 	<ul style="list-style-type: none"> Assisted the city government come up with a comprehensive

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		<p>survey and study of documents related to the HRD program of the city;</p> <p>Crafting of Strategies/ Recommendations -Formulated an enhancement plan of the city's HRD program; Presentation of Proposed Changes - Presented survey results to city officials.</p>	<p>process is done;</p> <ul style="list-style-type: none"> No in-house trainings conducted; Performance Review Committee is not functional; Except for those mandated, no other incentive is provided by the city government to employees. 	<ul style="list-style-type: none"> Lobby for allocation of budget for training and development; Recommend ways for targeting performance and how the conduct evaluations; Training of Raters Identify possible incentives to motivate city workers. 	and needs-based HRD program.
Ozamiz	Public Market Administration	<p>Participatory Diagnosis - Reviewed proposed Market Code</p>	<ul style="list-style-type: none"> Lacks necessary provisions; Code not well-organized. 	<ul style="list-style-type: none"> Consultations; Write-shop; Lobby for the enactment of the new Market Code. 	<ul style="list-style-type: none"> City government saw deficiencies of existing Market Code.
Panabo	Local Policy Reforms	<p>Participatory Diagnosis - Interviews, FGDs</p>	<ul style="list-style-type: none"> City does not have a clear policy on granting zoning deviations; City does not have a clear policy that sets the criteria of prioritizing projects for funding from the 20% development fund. 	<ul style="list-style-type: none"> More consultations; building consensus on what policy to prioritize. 	<ul style="list-style-type: none"> City government has started to look into their existing policies or those absent but impact on business.
	Investment Promotion / Tourism	<p>Participatory Diagnosis - Reviewed Investment Code</p>	<ul style="list-style-type: none"> The city's Investment Code does not have an IRR; The provision on the 	<ul style="list-style-type: none"> Integration of proposed amendments into the new Investment Code; Lobby for passage of the 	<ul style="list-style-type: none"> City government officials realized the importance of an IRR to operationalize

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		<ul style="list-style-type: none"> - FGDs with business, CSO and city gov't; Crafting of Strategies/ Recommendations - Workshop on ID of Comparative Advantages; - Formulated IP Strategies 	<p>preferred investment areas is not definitive and open to interpretations;</p> <ul style="list-style-type: none"> • There's a need to redefine or restate some provisions related to incentives; • Composition, mandate, and specific functions of the Investment Board, the secretariat has to be more defined. 	<p>revised Code;</p> <ul style="list-style-type: none"> • Start discussion and writing of IRR so it can be passed simultaneously with the Code; • Train Investment Center secretariat. 	<p>their investment code;</p>
	Human Resource Development	<p>Participatory Diagnosis</p> <ul style="list-style-type: none"> - FGDs, perception survey and study of documents related to the HRD program of the city; Crafting of Strategies/ Recommendations -Formulated an enhancement plan of the city's HRD program; Presentation of Proposed Changes - Presented survey results to city officials. 	<ul style="list-style-type: none"> • Selection process for hiring and promotion is not comparative nor is it always based on objective information about the candidates; • Personnel Development Committee that evaluates training needs and recommends personnel for training is not existing; • Raters do not appreciate their job and the weight of their responsibility; • No incentives have been initiated by the city government to motivate employees. 	<ul style="list-style-type: none"> • Training of Raters; • Help constitute and capacitate the PDC; • Help city government identify possible incentives for their employees; • Monitor implementation of recommendations. 	<ul style="list-style-type: none"> • Assisted the city government come up with an HRD program based on their current needs. • Called attention of city officials to HRD as a major component in running the city government.

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
Surigao	Local Policy Reforms	<p>Participatory Diagnosis -FGDs, documents review</p> <p>Crafting of Strategies/ Recommendations - Action Planning Workshop</p> <p>Presentation of Proposed Changes - Presented proposals to the local chambers and members of the City Council.</p>	<ul style="list-style-type: none"> Business permitting procedure is still tedious and there are complaints on the amount of fees; Investment policies of the city do not give much premium on micro and small entrepreneurs. 	<ul style="list-style-type: none"> Craft the policies proposed; Lobby for enactment by the SP; Monitor its initial effect on business. 	<ul style="list-style-type: none"> City council appreciated the process of reviewing possible impacts of certain regulations and policies which they have not employed yet in their legislative work; Mobilized the local business community in the review process and provided them with a venue for policy feedback.
	Management of the Citizens Action Center	<p>Participatory Diagnosis -FGDs and review of documents</p> <p>Crafting of Strategies/ Recommendations -Planning workshop - Service Improvement Workshop</p> <p>Presentation of Proposed Changes - Presented the plan to the Mayor.</p>	<ul style="list-style-type: none"> The existence of the Citizens' Action Center (CAC) has no legal basis; Services provided by the center is not well-defined; standards for service delivery has not also been defined; Organizational structure and lines of accountability in the CAC is not also clear. 	<ul style="list-style-type: none"> Lobby for the issuance of an Executive Order creating the CAC; Ensure the adoption of recommended service improvements in the system of the CAC. 	<ul style="list-style-type: none"> Put in place a system of evaluating the performance of the CAC; Made CAC staff see or recognize the need for a legal basis to justify all that they are doing.
	Human	Participatory	<ul style="list-style-type: none"> Evaluation of candidates 	<ul style="list-style-type: none"> Help city government set a 	<ul style="list-style-type: none"> Assisted the city

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
	Resource Development	<p>Diagnosis - FGDs, perception survey and study of documents related to the HRD program of the city;</p> <p>Crafting of Strategies/ Recommendations -Formulated an enhancement plan of the city's HRD program;</p> <p>Presentation of Proposed Changes - Presented survey results to city officials.</p>	<p>for promotion not based on a set of criteria;</p> <ul style="list-style-type: none"> • Personnel Development Committee (PDC) is not existing; • No Inventory of Training Programs attended by City Government personnel; • No mechanism for incentives and rewards; • Raters need to be capacitated to be more effective in their job. 	<p>criteria for considering promotions;</p> <ul style="list-style-type: none"> • Training of Raters; • Constitute the PDC; • Monitor implementation of other recommendations. 	<p>government come up with an HRD program based on their current needs.</p> <ul style="list-style-type: none"> • Called attention of city officials to HRD as a major component in running the city government.
Tacurong	Local Policy Reforms	<p>Participatory Diagnosis -FGDs, Document reviews and interviews</p> <p>Crafting of Strategies/ Recommendations -Action Planning</p> <p>Presentation of Proposed Changes - Mayor, Vice Mayor and 7 City Council</p>	<ul style="list-style-type: none"> • Banning the entry of buses and jeepneys to the city proper drives market goers to a nearby municipality. • Market Code is up for review as some provisions like the time for opening and closing the market affects businesses inside it. 	<ul style="list-style-type: none"> • Formulate proposed policies; • Present to the concerned SP committee for comments; • Lobby for enactment of the policies by the SP. 	<ul style="list-style-type: none"> • City council appreciated regulatory impact assessment as a tool for reviewing policies and regulation; • Mobilized the market vendors and representatives of the local business community in the review process.

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		members briefed on the policy reform process and the identified policy issues as well as workplan of the TAG 3 team.			
	Management of City Economic Enterprises	<p>Participatory Diagnosis -FGDs, Documents review, workshops, perception survey.</p> <p>Crafting of Strategies/ Recommendations - Planning Workshop</p> <p>Presentation of Proposed Changes -Presentation to Mayor and SP</p> <p>Implementation of Reforms - Writeshop of the proposed ordinance; - Process Mapping</p>	<ul style="list-style-type: none"> • The city does not have an office that manages its economic enterprises. All enterprises are still operated from the Mayor's Office of the city. • Procedure on collection to remittance of income from these enterprises is not clear. 	<ul style="list-style-type: none"> • Craft the ordinance that creates the City Economic Enterprise Office; • Lobby for the passage of the ordinance; • Monitor ordinance implementation and the adoption of proposed improvements in the collection and remittance system. 	<ul style="list-style-type: none"> • Laid down the basis for the creation of the CEEDO; • Proposed a system that will ensure efficient collection, remittance and record-keeping of income from the economic enterprises. ▪ Established baseline information on the fiscal performance of city economic enterprises; • City officials and workers of city enterprises learned how to utilize data from the accounting office in decision-making.
	Human Resource Development	<p>Participatory Diagnosis - FGDs, perception survey and study of documents related to the HRD program of the city.</p>	<ul style="list-style-type: none"> • Personnel Development Committee is not existing to facilitate the democratization of access to training; • Rates lack appreciation of their jobs and responsibilities. 	<ul style="list-style-type: none"> • Training of Raters • Formulate guidelines on how to avail welfare program; • Regular staff meetings; • Team building activities. 	<ul style="list-style-type: none"> • Reinforced the relatively impressive HRD program of the city government.

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		<p>Crafting of Strategies/ Recommendations</p> <p>-Formulated an enhancement plan of the city's HRD program;</p> <p>Presentation of Proposed Changes</p> <p>- Presented survey results to city officials.</p>	<ul style="list-style-type: none"> • A system for assessing training needs of employees is not in place. 		
Zamboanga	Real Property Tax Administration	<p>Participatory Diagnosis</p> <p>-Documents review, FGDs and interviews</p> <p>Crafting of Strategies/ Recommendations</p> <p>- Case studies of RPTA services</p> <p>- Identification of service improvement recommendations</p> <p>Implementation of Recommendations</p> <p>- Training on Service Documentation and Service Improvement.</p>	<ul style="list-style-type: none"> • Need to review the effects of granting amnesty on the attitude of tax payers towards paying their dues; • Need to complete the digital parcel file of the Assessor's Office; • Staff of the Assessor's Office do not have the technical capability to use aerial photos for mapping of buildings; • Need to streamline process and clarify issues in the auction sale of delinquent properties. 	<ul style="list-style-type: none"> • Complete the case studies; • Consolidate the service improvement recommendations from the case studies; • Complete the digital parcel file; • Training on the use of aerial photos for tax-mapping. 	<ul style="list-style-type: none"> • Mobilized all offices involved in RPTA in the diagnosis of each step and identifying areas for improvement; • Deepened appreciation of RPTA people in the city on the use and effectiveness of digital mapping and filing in their area of work.
	Human	Participatory	<ul style="list-style-type: none"> • Trainings conducted by 	<ul style="list-style-type: none"> • Training of Raters; 	<ul style="list-style-type: none"> • HRD people in the

City	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
	Resource Development	Diagnosis - FGDs, perception survey and study of documents related to the HRD program of the city;	<p>the HRD group are not always targeted on needs because of the absence of a Training Needs Analysis (TNA)</p> <ul style="list-style-type: none"> • The Personnel Development Committee is not existing, thus equal opportunity for trainings is not ensured; • Critical role of raters if not appreciated by raters themselves and other people in the city hall; • The city does not have a system for ranking candidates for promotion. 	<ul style="list-style-type: none"> • Constitute the PDC; • Set in place a System for Ranking Promotions (SRP). 	city government were able to identify what can still be done to improve their work.

Attachment B: Status of Activities in TAG3 Municipalities

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
Province of Lanao del Norte					
1. Baroy	Business Permits and Licensing	<ul style="list-style-type: none"> Initial visits and consultations Participatory Diagnosis of the reform area Training on Service Documentation, Analysis and Design on Business Permit Licensing Administration Presentation of draft BPLS Service Improvement Case Study to the Mayor. 	<ul style="list-style-type: none"> Provisions for collection of business taxes from pump boats are not implemented New Local Revenue Code was already approved by the Provincial Board but not implemented Close monitoring on compliance over business permit requirements is needed. 	<ul style="list-style-type: none"> Training and coaching in systematic Business Permit Administration service improvement Assistance for tax mapping of business establishments. 	<ul style="list-style-type: none"> Gathered baseline data on Business Permit and Licensing Services Revised the Business Permit and Licensing System service flows and processes.
2. Kauswagan	Management of Economic Enterprise	<ul style="list-style-type: none"> Initial visits and consultations. Benchmarked activities on economic enterprise operations through cross-visit in the Municipality of Naawan. Participatory Current Reality Assessment Workshop Action Planning Workshop. 	<ul style="list-style-type: none"> No clear details on personnel job descriptions, position classification and qualifications in the Municipal Economic Enterprise Development Office (MEEDO). Lack of coordination between the Municipal Treasurer's Office and MEEDO in terms of collection and remittances Irregular remittance of cash ticket collections by MEEDO ticketing personnel. 	<ul style="list-style-type: none"> Review and redesign the existing organizational structure of the Economic Enterprise Development Office. Identify and develop personnel training needs and skills enhancement programs. Develop a system for market collections and remittances. 	<ul style="list-style-type: none"> Gathered baseline and financial data on improvement plans of the existing public market and terminal facilities. Identified existing procedures, organizational structures, existing ordinances, regulations, and other local policies related to public market management and jeepney terminal

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
					<p>operations</p> <ul style="list-style-type: none"> Collected insights and knowledge on proper lay-outing of facilities, structuring of user fees, and other practical approaches to manage public economic enterprises in the benchmarking activity. Identified key areas of improvement and doable strategies to improve the management and operations of economic enterprises.
3. Kolambugan	Business permits and Licensing	<ul style="list-style-type: none"> Initial visits and consultations. Training in Service Documentation, Analysis and Design on Business Permit Licensing Administration Workshop. Drafted BPLS service improvement recommendations. 	<ul style="list-style-type: none"> More establishments are reported to have not secured business permits. Business owners complained on tax rates. Political interventions when businesses are threatened with closure. 	<ul style="list-style-type: none"> Set up of system to minimize political intervention and discretionary actions from employees. Tax mapping of business establishments to determine the actual number of business establishments in the municipality. Improvement of services for business permits 	<ul style="list-style-type: none"> Gathered baseline data on Business Permit and Licensing Services. Drafted and identified the existing flow in Business Permit and Licensing operation.

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
				administration.	
4. Tangcal	Real Property Tax Administration				<ul style="list-style-type: none"> Due to volatile peace and order situation, project activities are temporarily put on hold.
Province of Lanao del Sur					
5. Wao	Human Resource Management	<ul style="list-style-type: none"> Initial visits and consultations. Current Reality Dialogue Workshop on Human Resource Management. Writeshop on Human Resource Development. Presented the first version of the Human Resource Development Plan to the Mayor and Sangguniang Bayan Members. 	<ul style="list-style-type: none"> Absence of functional human resource development plan. No Merit Promotion Plan for the Municipal Government. No Job descriptions for specific positions. 	<ul style="list-style-type: none"> Review of the existing human resource development plan. Identification of areas for improvement related to human resource activities. Develop a Municipal Human Resource Development Plan. 	<ul style="list-style-type: none"> Gathered baseline data on Human Resource Development. Written the first draft of human resource development plan.
6. Kapatagan	Real Property Tax Administration	<ul style="list-style-type: none"> Consensus Building workshop conducted last week of September 2008. 		Activities will commence in November.	
Province of Maguindanao					
7. Sultan sa Barongis	Real Property Tax Administration			Activities will commence in November.	<ul style="list-style-type: none"> Due to volatile peace and order situation, project activities are temporarily put on hold.
Province of Shariff Kabunsuan					
8. Upi	Management	<ul style="list-style-type: none"> Initial visits and 	<ul style="list-style-type: none"> Waste management 	<ul style="list-style-type: none"> Review and redesign the 	<ul style="list-style-type: none"> Gathered baseline

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
	of Public Economic Enterprises	<ul style="list-style-type: none"> consultations Data gathering. Participatory Diagnosis Workshop. Action Planning Workshop. 	<ul style="list-style-type: none"> problem in the market Inability to pay for rentals by stall holders. Low collection from market stallholders. 	<ul style="list-style-type: none"> collection scheme of the municipal government Establish mechanisms to increase collection and collection efficiency. Capacity building on customer service for market personnel. Establish systems and procedures in the market and slaughterhouse operation. 	<ul style="list-style-type: none"> data on market and slaughterhouse operations. Identified key areas of improvements relative to the existing systems, procedures, and ordinances. Identified doable strategies for the enhancement of public economic enterprises.
Province of Zamboanga del Norte					
9. Labason	To be determined	<ul style="list-style-type: none"> Letter of intent and Council Resolution submitted September 25, 2008 		<ul style="list-style-type: none"> Consensus Building Workshop to be conducted on October 2008 	
10. Leon Postigo	Business Permit and Licensing System	<ul style="list-style-type: none"> Initial visits and consultations. Data gathering. Participatory Diagnosis. Training in Service Documentation, Analysis and Design on Business Permit Licensing Administration Workshop. Drafted BPLS service improvement recommendations. 	<ul style="list-style-type: none"> No data on collections and numbers of business establishments for 2006 and 2007. Delays in the processes due to absence of signatories. No information system for business permits administration. 	<ul style="list-style-type: none"> Improve business permits and licensing systems and procedures. Acquire an information system for business permits administration. Assistance for tax mapping of business establishments. 	<ul style="list-style-type: none"> Gathered baseline data on Business Permit and Licensing Services. Drafted and identified the existing flow in Business Permit and Licensing operation.
11. Piñan	Market/	<ul style="list-style-type: none"> Initial visits and 	<ul style="list-style-type: none"> MEEDO is not 	<ul style="list-style-type: none"> Review and redesign the 	<ul style="list-style-type: none"> Gathered baseline

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
	Terminal Administration	<p>consultations.</p> <ul style="list-style-type: none"> • Benchmarked activities on economic enterprise operations through cross-visit in the Municipality of Kabasalan. • Participatory Current Reality Assessment Workshop. • Action Planning Workshop. 	<p>functioning relative to its mandate</p> <ul style="list-style-type: none"> • Duplication of workloads in the Municipal Treasurer's Office resulting in poorly managed operations in the MEEDO. • No existing operational manual on service standard and performance measures. • No clear adherence to proper accounting procedures. 	<p>existing organizational structure of the MEEDO</p> <ul style="list-style-type: none"> • Identify and develop personnel training needs and skills enhancement programs. • Conduct writeshop for the drafting of Business Improvement Plan. 	<p>and financial data on improvement plans on the existing public market and terminal facilities.</p> <ul style="list-style-type: none"> • Identified existing procedures, organizational structures, existing ordinances, regulations, and other local policies related to public market management and jeepney terminal operations. • Collected insights and knowledge on proper lay-outing of facilities, structuring of user fees, and other practical approaches to manage public economic enterprises in the benchmarking activity. • Identified key areas of improvement and doable strategies to improve the

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
					management and operations of economic enterprises.
Province of Zamboanga Sibugay					
12. Tungawan	Business Permit and Licensing System	<ul style="list-style-type: none"> Initial visits and consultations. Participatory diagnosis. Training in Service Documentation, Analysis and Design on Business Permit Licensing Administration Workshop. Drafted BPLS service improvement recommendations. 	<ul style="list-style-type: none"> No information system for business permits administration. Provision of incentives for tax collectors vis-à-vis collection target. Differences/gaps in the data, reports and documents from the Assessor and Treasurer's Office. 	<ul style="list-style-type: none"> Tax mapping of business establishments. Formulation of a Presumptive Income Level Guide or Index to improve evaluation of business. 	<ul style="list-style-type: none"> Gathered baseline data on Business Permit and Licensing Services. Drafted and identified the existing flow in Business Permit and Licensing operation.
13. Siay	Business Permit and Licensing System	<ul style="list-style-type: none"> Initial visits and consultations Training in Service Documentation, Analysis and Design on Business Permit Licensing Administration Workshop. Participatory diagnosis. Drafted BPLS service improvement recommendations. Completed tax mapping of business establishments and stored data in GIS. 	<ul style="list-style-type: none"> No information system for business permit administration but has a community eCenter. 	<ul style="list-style-type: none"> Design and effective information drive. Tax mapping of business establishments. 	<ul style="list-style-type: none"> Gathered baseline data on Business Permit and Licensing Services. Drafted and identified the existing flow in Business Permit and Licensing operation.
14. Kabasalan	Hospital	<ul style="list-style-type: none"> Initial visits and 	<ul style="list-style-type: none"> Need to establish 	<ul style="list-style-type: none"> Review of organizational 	<ul style="list-style-type: none"> Gathered baseline

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
	Administration	<p>consultations.</p> <ul style="list-style-type: none"> • Benchmarked activities on hospital operations through cross-visit in the Negros Oriental Provincial Hospital. • Participatory Current Reality Assessment Workshop. • Action Planning Workshop. 	<p>effective and efficient systems and procedures.</p> <ul style="list-style-type: none"> • Implementation of the human resource plan is necessary. • Creation and formulation of legal mandates for autonomous hospital operations. • No regular budgetary provision on creating the hospital • Compliance with the hospital licensing requirements should be addressed. • Need to create a functional hospital management board. • No systems established to collate, analyze, transform, and utilize the data into managerial decision and monitoring tools. • Lack of basic facilities in the hospital. 	<p>structure, job descriptions, position classification, qualifications, staffing requirements and performance measures.</p> <ul style="list-style-type: none"> • Draft the budgetary requirements for the proposed hospital organization. • Implement a Training Needs Analysis for the staff and personnel and design personnel skills enhancement programs for the identified training needs. • Develop a criteria / mechanisms for transparent classification and selection of indigents following the PHIC guidelines. • Develop a set of sustainability metrics that will be the basis for making management decisions, evaluation and monitoring operating performances. • Develop policy & enabling mechanisms to establish the legality of the creation of a hospital governing body, the shift 	<p>and financial data on the current performance on hospital operation and management.</p> <ul style="list-style-type: none"> • Identified existing procedures, organizational structures, existing ordinances, regulations, and other local policies related to hospital management operation. • Collected insights and knowledge on proper lay-outing of facilities, innovative, and other practical approaches to manage a health facility during the benchmarking activity. • Identified key areas of improvement and doable strategies to improve hospital management and operations.

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
				towards autonomy in managing the hospital (e.g. income retention and utilization) and the power to review user fees and charges.	
15. Alicia	Business Permit and Licensing System	<ul style="list-style-type: none"> Initial visits and consultations. Participatory diagnosis Training in Service Documentation, Analysis and Design on Business Permit Licensing Administration Workshop. Drafted BPLS service improvement recommendations Revised the office layout to improve the process flow on business permit administration. 	<ul style="list-style-type: none"> No information system for business permits administration. Notable decrease in collection in 2007 relative to previous year. Issuance of business permits takes a maximum of one-week to process. 	<ul style="list-style-type: none"> Launch information drive for business permit administration. Formulate ordinance for collection of business permit taxes and fees for motorcycles. Training and coaching in systematic Business Permit Administration service improvement. 	<ul style="list-style-type: none"> Gathered baseline data on Business Permit and Licensing Services. Drafted and identified the existing flow in Business Permit and Licensing operation.
Province of Zamboanga del Sur					
16. Bayug	Business Permit and Licensing System	<ul style="list-style-type: none"> Initial visits and consultations. Participatory diagnosis. Training in Service Documentation, Analysis and Design on Business Permit Licensing Administration Workshop. Drafted BPLS service 	<ul style="list-style-type: none"> No information system for business permits administration. Issuance of business permits takes a maximum of one-week to process. No performance targets for employees and officials involved in Business Permit 	<ul style="list-style-type: none"> Documentation, analysis, and designing of improved services in business permits and licensing. Conversion of the business establishment tax mapping records into digital files. Assistance to address the specific issue on 	<ul style="list-style-type: none"> Gathered baseline data on Business Permit and Licensing Services. Drafted and identified the existing flow in Business Permit and Licensing operation.

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
		improvement recommendations.	Administration. <ul style="list-style-type: none"> Applicants for business permits and licensing have gotten used to the delays in the processing. 	peddlers near the market. <ul style="list-style-type: none"> Assignment of PIN and digitalization of parcel maps. 	
Province of Tawi-Tawi					
17. Bongao	Business Permit and Licensing	<ul style="list-style-type: none"> Round table discussions and key informant interviews. Data gathering. Participatory diagnosis. Action planning workshop. 	<ul style="list-style-type: none"> Business establishments operate without business permit. No tax mapping of business establishments. No application of retirement of business operation. Lack of personnel to maintain and update data. 	<ul style="list-style-type: none"> Design and simple and efficient record management. Conduct business tax mapping. Conduct information dissemination on the schedule business permit renewal. 	<ul style="list-style-type: none"> Gathered baseline data on Business Permit and Licensing Services. Identified gaps in business permitting. Crafted action plans for service improvements.
Province of Cotabato					
18. Tulunan	Market and Terminal Administration	<ul style="list-style-type: none"> Conduct of baseline survey in the Integrated Public Market and Terminal and key informant interviews. Data Gathering. Participatory diagnosis. 	<ul style="list-style-type: none"> Inaccessibility and lack of basic facilities in the Public Economic Enterprise Office. Poor implementation of Integrated Transport Terminal Management Policies and Facilities System. Unsuitable system and procedures on terminal fee collection. Lack of terminal facilities like Public Address System (commuter's assistance centers), signboards, road and traffic signs, 	<ul style="list-style-type: none"> Improve the cleanliness and sanitation of the wet market. Rehabilitate the wet market structure and display tables, broken drainage, and canals. Install water system in the public market. Rehabilitate the slaughterhouse. Relocate parking area for tricycles and jeepneys servicing to other barangays and neighboring municipalities. Post additional road 	<ul style="list-style-type: none"> Gathered baseline data on public market and terminal operations. Identified gaps in market and terminal operations.

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
			<p>benches garbage receptacles, and terminal management office.</p> <ul style="list-style-type: none"> • Lack of coordination between terminal and choke points in some selected locations. • Lack of parking space in terminal building. • Lack of support on the standardization of the Office of Economic Enterprise personnel plantilla. • No policies and guidelines on public terminal, slaughterhouse, and cemetery. • Outmoded Market Code. • Poor canal drainage. • Dilapidated market stalls. 	<p>signages.</p> <ul style="list-style-type: none"> • Provide of additional comfort rooms in the terminal area. 	
Province of Sulu					
19. Jolo	Business Permit and Licensing	<ul style="list-style-type: none"> • Round table discussions and key informant interviews. • Participatory diagnosis. • Data gathering. 	<ul style="list-style-type: none"> • No available organizational chart in the Licensing Office. • Long application process for business permit. • Fees and charges from other agencies do not have corresponding receipts. • Less data on business 	<ul style="list-style-type: none"> • Streamline business permit application process. • Improve transparency in the assessment of gross revenue and computation of applicable taxes and fees. • Simplify forms related to business permit 	<ul style="list-style-type: none"> • Gathered baseline data on Business Permit and Licensing Services.

LGU	Reform Agenda	Activities Conducted	Gaps/Issues Identified	Reforms/Interventions	Results
			permits issued vis-à-vis number of business establishments. <ul style="list-style-type: none"> • Conduct of tax mapping is not on regular basis. • Establishments' non-filing of business renewal. • No application of retirement of business operation. • Unavailable data in the issuance of business permit. 	application. <ul style="list-style-type: none"> • Improve record management. • Conduct of tax mapping. 	
Province of Basilan					
20. Lamitan	Business Permit and Licensing	<ul style="list-style-type: none"> • Consensus Building Workshop conducted September 5, 2008. 		Activities will commence in November.	

Attachment C: Activity Log

THE ASIA FOUNDATION
TAG 3: LOCAL GOVERNANCE IN MINDANAO

BREAKDOWN OF PARTICIPANTS PER ACTIVITY
October 1, 2007 – September 30, 2008

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
January 28, 2008	Consensus Building and Prioritization Workshop	TAF	ABC Hall, Sultan sa Barongis, Maguindanao	Municipal Mayor, Vice Mayor, SB Members, Department Heads, Technical Staff, Representatives from National Line Agency, Representatives from Civil Society Organizations	33	8	40	0
January 29, 2008	Consensus Building and Prioritization Workshop, Municipality of Alicia, Zamboanga Sibugay	TAF	Alicia Multi- Purpose Building, Alicia, Zamboanga Sibugay	V-Mayor, SB Members, Department Heads and staff, Business and Civil Society Organizations, Barangay Chairpersons, SK Chairperson, Farmers / Fisher folk representatives	18	17	9	26
January 30,	Consensus Building and Prioritization	TAF	SB Hall, Baroy, Lanao del	Municipal Mayor, Vice Mayor, SB	15	17	0	32

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
2008	Workshop		Norte	Members, Department Heads, Technical Staff, Representatives from National Line Agency, Representatives from Civil Society Organizations				
January 31, 2008	Consensus Building and Prioritization Workshop	TAF	Johanns' Cuisine, Ozamiz City	City Mayor, Members of the City Council, City Department Heads, Representatives from the Business Sector, Representatives from Civil Society	26	23	0	49
February 1, 2008	Consensus Building and Prioritization Workshop, Municipality of Pinan, Zamboanga del Norte	TAF	Pinan SB Session Hall.	Mayor, V-Mayor, SB Members, Department Heads and staff, Business and Civil Society Organizations, Barangay Chairpersons	5	23	0	28
February 5, 2008	Consensus Building and Prioritization Workshop	TAF	Patio Alejandra, Iligan City	City Mayor, Member of the City Council, City Department Heads, Representatives from the Business Sector,	27	19	0	46

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
				Representatives from Civil Society Organizations, Representatives from the Academe, Division Head of the Department of Trade Industry				
February 5, 2008	Consensus Building and Prioritization Workshop	TAF	SB Hall, Kolambugan, Lanao del Norte	Municipal Mayor, Vice Mayor, SB Members, Department Heads, Technical Staff, Representatives from National Line Agency, Representatives from Civil Society Organizations	16	14	4	26
February 7, 2008	Consensus Building and Prioritization Workshop	TAF	SB Hall, Tangkal, Lanao del Norte	Municipal Mayor, Vice Mayor, SB Members, Department Heads, Technical Staff, Representatives from National Line Agency, Representatives from Civil Society Organizations	14	14	28	0
February 8, 2008	Consensus Building and Prioritization Workshop,	TAF	Leon B. Postigo SB Session Hall, LB Postigo,	Mayor, V-Mayor, SB Members, Department Heads	18	15	2	31

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Municipality of Leon B. Postigo, Zamboanga del Norte		Zamboanga Norte	and staff, Business and Civil Society Organizations, Barangay Chairpersons				
February 11, 2008	Setting of Service Standards for Business Permits and Licensing and Real Property Tax Administration	TAF	Rajah Hall, Cebu Rajah Park Hotel	Local government employees	17	16	0	33
February 12, 2008	Consensus Building and Prioritization Workshop	TAF	SB Hall, Wao, Lanao del Sur	Municipal Mayor, Vice Mayor, SB Members, Department Heads, Technical Staff, Representatives from National Line Agency, Representatives from Civil Society Organizations	13	14	5	22
February 12, 2008	Consensus Building and Prioritization Workshop, Municipality of Tungawan, Zamboanga Sibugay	TAF	SB Session Hall Building, Tungawan, Zamboanga Sibugay	Mayor, V-Mayor, SB Members, Department Heads and staff, Business and Civil Society Organizations, Barangay Chairpersons, SK Chairperson, Farmers / Fisher folk	26	14	8	32

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
				representatives				
February 13, 2008	Consensus Building and Prioritization Workshop	TAF	People's Hall, 3/F New City Hall Building, City Hall Complex, Doongan, Butuan City	TAG Focal Person, Members of the City Council, City Department Heads, Representatives from the Business Sector, Representatives from Civil Society	19	21	0	40
February 15, 2008	Consensus Building and Prioritization Workshop	TAF	SB Hall, Kauswagan, Lanao del Norte	Municipal Mayor, Vice Mayor, SB Members, Department Heads, Technical Staff, Representatives from National Line Agency, Representatives from Civil Society Organizations	18	15	6	27
February 15, 2008	Consensus Building and Prioritization Workshop	TAF	Mayor's Office Conference Room, Surigao City	City Mayor, Members of the City Council, City Department Heads, Representatives from the Business Sector, Representatives from Civil Society	17	9	0	26
February 22, 2008	Consensus Building and Prioritization Workshop,	TAF	Poolside Municipal Building,	Mayor, V-Mayor, SB Members, Department Heads	20	15	2	33

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Municipality of Bayug, Zamboanga del Sur		Bayug, Zamboanga Sibugay	and staff, Business and Civil Society Organizations, Barangay Chairpersons, SK Chairperson, Farmers representatives				
February 26, 2008	Consensus Building and Prioritization Workshop	TAF	RHOVICS Function Hall, Oroquieta City	City Vice Mayor, Members of the City Council, Executive Assistant to the City Mayor, City Administrator, City Planning and Development Coordinator, City Assessor, City Treasurer, City Accountant, City Engineer, City Budget Officer, Consultants on City's Agriculture and Livelihood Programs	32	3	0	35
February 28, 2008	Consensus Building and Prioritization Workshop	TAF	Top Plaza Hotel, Dipolog City	Representatives from the Local Government of Dipolog, Representatives from the Business Sector,	14	11	0	25

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
				Representatives from Civil Society, Representative from the Department of Trade and Industry				
February 28, 2008	Consensus Building and Prioritization Workshop, Municipality of Kabasalan, Zamboanga Sibugay	TAF	SB Session Hall Building, Kabasalan, Zamboanga Sibugay	V-Mayor, SB Members, Department Heads and staff, Business and Civil Society Organizations, Barangay Chairpersons, SK Chairperson, Farmers / Fisher folk representatives	21	11	7	24
February 29, 2008	Consensus Building and Prioritization Workshop, Municipality of Say, Zamboanga Sibugay	TAF	SB Session Hall Building, Siay, Zamboanga Sibugay	V-Mayor, SB Members, Department Heads and staff, Business and Civil Society Organizations, Barangay Chairpersons, SK Chairperson, Farmers / Fisher folk representatives	15	11	4	22
March 4, 2008	Consensus Building and Prioritization Workshop	TAF	Azotea, Garden Orchid Hotel, Zamboanga	City Mayor, Members of the City Council, City	16	15	1	31

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
			City	Department Heads, Representatives from the Business Sector, Representatives from Civil Society				
March 4-6, 2008	Setting of Service Standards for Business Permits and Licensing and Real Property Tax Administration	TAF	Rajah Hall, Cebu Rajah Park Hotel	Local government employees	24	23	0	47
March 7, 2008	Consensus Building and Prioritization Workshop	TAF	Do Dine Restaurant, Gredu, Panabo City	Members of the City Council, City Department Heads, Representatives from the Department of Trade and Industry of the Provincial Office, Representatives from Non- Government Organizations, Representatives from Civil Society Organizations, Representatives from the Academe	21	17	0	38
March 10, 2008	Consensus Building and Prioritization	TAF	Southern Mindanao Institute of	Vice Mayor, Members of the City Council, City	34	11	0	45

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
			Technology Conference Room, Tacurong City	Department Heads, Representatives from the Business Sector, Representatives from Civil Society				
April 8, 2008	Consensus Building and Prioritization Workshop	TAF	Conference Room, Upi, Shariff Kabunsuan	Municipal Mayor, Vice Mayor, SB Members, Department Heads, Technical Staff, Representatives from National Line Agency, Representatives from Civil Society Organizations	17	10	4	23
April 8, 2008	Initial Meeting with the City Government Department Heads	TAF	Mayor's Office Conference Room, Zamboanga City	City Government Offices Department Heads	10	5	3	12
April 10, 2008	Project Team Meeting	Mindanao Business Council	MBC Office, Davao City	Project staff	3	3	0	6
April 11, 2008	Roundtable discussion with Panabo CCTAG	Mindanao Business Council	Panabo City Hall, Panabo City	Representatives from government and business sector	10	7	1	16
April 10, 2008	Initial Meeting with Technical Working Group	TAF	Mayor's Office Conference Room, Tacurong City	TAG3 TWG Members	11	2	0	13
April 10, 2008	Initial Meeting with SP Members	TAF	Mayor's Office, Tacurong	Tacurong City SP Members	4	0	0	4

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
April 14, 2008	Initial Meeting with Iligan City Water System Group	TAF	Crystal Inn, Iligan City	Iligan City Water System Staff and Officers	13	5	0	18
April 14, 2008	Initial Meeting with Iligan SP Members	TAF	Northbound Terminal, Iligan City	Iligan City SP Members	2	0	0	2
April 15, 2008	Initial Meeting with Department Heads	TAF	City Government Offices, Ozamiz City	City Department Heads	2	2	0	4
April 16, 2008	Initial Meeting with the Technical Working Group	TAF	Mayor's Office Conference Room, Oroquieta City	City Department Heads	5	4	0	9
April 16, 2008	TAG3 Briefing with Sangguniang Panlungsod	TAF	SP Session Hall, Oroquieta City	SP Session Hall, Oroquieta City	9	2	0	11
April 17, 2008	Courtesy Call with Local Chief Executive and TAG3 Focal Person	TAF	Mayor's Office, Dipolog City	City Mayor, TAG3 Focal Person and team members	0	3	0	3
April 18, 2008	Meeting with Tourism Management Team	TAF	Mayor's Office Conference Room, Dipolog City	Members of the City Tourism Management Team, Chairman of the City Tourism Council, TAG3 Team	4	8	0	12
April 21, 2008	Initial Meeting with Panabo City TAG3 Technical Working Group	TAF	City Administrator's Office, Panabo City	Members of TWG, department heads, SP members	5	3	1	7
April 22,	Initial Meeting with	TAF	BMC	Members of the	5	4	0	9

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
2008	TAG3 Focal Person and Butuan Medical Center Management Team		Conference Hall, Butuan City	Butuan Medical Center Management Team and selected staff				
April 23, 2008	Meeting with the Head of the Industry and Trade Division	TAF	Trade and Industry Division Office, Butuan City	Division Head	1	0	0	1
April 24, 2008	Initial meeting with the Vice Mayor	TAF	Vice-Mayor's Office, Surigao City	City Vice Mayor	1	0	0	1
April 24, 2008	Initial meeting with TAG3 Focal Person and HRMO	TAF	City Mayor's Office, Surigao City	TAG 3 Focal Person, HRMO	1	1	0	2
April 28, 2008	Meeting with SP Members	TAF	SP Hall, Tacurong City	SP members on Committee on Economic Enterprise	6	2	0	8
May 12, 2008	Briefing on TAG 3	TAF	CPDO Conference Room, Iligan City	Government employees, members from business and non government sectors	4	4	0	8
May 12, 2008	Strategic Planning Workshop for Zamboanga CCTAG	Mindanao Business Council	City Hall, Zamboanga City	Government employees, members from business and non government sectors	9	9	0	18
May 12, 2008	Consultative Workshop on Functions, Roles, and Responsibilities of Stakeholders in	TAF	SP Session Hall, Iligan City	Government employees, members from business and non government sectors	5	6	0	11

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Investment Promotion							
May 13, 2008	Consultative Workshop in Determining the Overall Ad-Hoc and initial organizational structure	TAF	SP Session Hall, Iligan City	Government employees, members from business and non government sectors	3	5	0	8
May 13, 2008	Participatory Diagnosis: Current Reality Assessment Workshop	TAF	3 rd Floor Kabasalan Hall, Kabasalan	Mayor, SB Members, barangay officials, members of national government agencies, business sector, NGOs.	12	13	1	24
May 14, 2008	Panabo City CCTAG Strategic Planning Session	TAF	ABC Hall, Panabo City	Business Sector, civil society, LGU staffs	16	13	0	29
May 15, 2008	TAG 3 Briefing	TAF	Top Plaza Hotel, Dipolog City	Government employees, members from business non government sectors	7	11	0	18
May 15, 2008	Consultative Workshop on Functions, Roles, and Responsibilities of Stakeholders in Investment Promotion	TAF	Top Plaza Hotel, Dipolog City	Government employees, members from business, non government sectors	8	7	0	15
May 16,	Consultative	TAF	Top Plaza	Government	9	8	0	17

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
2008	Workshop in Determining the Overall Ad-Hoc and Initial Organization Structure of the Investment Promotion Office		Hotel, Dipolog City	employees, members from business, non government sectors				
May 16, 2008	Strategic Planning Workshop for Panabo CCTAG	Mindanao Business Council	ABC Hall, Panabo City	employees, members from business, non government sectors	14	11	2	23
May 19, 2008	TAG 3 Briefing	TAF	ABC Session Hall, ABC Building, Panabo City	Government employees, members from business, non government sectors	8	11	1	18
May 19, 2008	Consultative Workshop on Functions, Roles, and Responsibilities of Stakeholders in Investment Promotion	TAF	ABC Session Hall, ABC Building, Panabo City	Government employees, members from business, non government sectors	9	10	1	18
May 20, 2008	Consultative Workshop in Determining the Over-all Adhoc and Initial Organizational Structure of the Investment Promotion Office	TAF	ABC Session Hall, ABC Building, Panabo City	Government employees, members from business, non government sectors	9	11	1	19
May 21,	Meeting with	TAF	The Tavern	Business Sector	4	0	0	4

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
2008	Surigao City Chamber of Commerce		Restaurant, Surigao City					
May 22, 2008	Meeting with Butuan City Business Sector Representatives	TAF	Conference hall 2, Butuan City	Business Sector	4	2	0	6
May 22, 2008	Attendance to Butuan City Investment Promotion Workshop	TAF	Conference Hall 2, Butuan City	Government employees, members from business, non government sectors	20	7	0	27
May 22, 2008	Briefing on TAG 3	TAF	Conference Hall No. 2, Butuan City Hall Building, Butuan City	Government employees, members from business, non government sectors	20	7	0	27
May 22, 2008	Consultative Workshops on Investment Promotion	TAF	Conference Hall No. 2, Butuan City Hall Building, Butuan City	Government employees, members from business, non government sectors	14	7	0	21
May 23, 2008	Conduct of Service Audit of Selected Service Cycle Time and Motion Study	TAF	MEED Office, Public Market Complex, Kauswagan	MEEDO Head, RCC- MTO, MEEDO Collectors and Staff	6	5	0	11
May 24, 2008	Meeting with department head of MEEDO, RCC-MTO, MEEDO collectors	TAF	MEED Office, Public Market Complex, Kauswagan	MEEDO Head, RCC- MTO, MEEDO Collectors and Staff	6	4	0	10

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	and staff							
May 27, 2008	Meeting with Oroquieta City Business Sector Representatives	TAF	Rhovics Restaurant, Oroquieta City	Business Sector	5	1	0	6
May 27, 2008	Meeting with Iligan CCTAG	Mindanao Business Council	SP, Office of the City Council, Iligan City	Government employees, members from business, non government sectors	4	1	0	5
May 29, 2008	Meeting with Iligan City Chamber of Commerce	TAF	Poprock Restaurant, Iligan City	Business Sector	3	0	0	3
June 2, 2008	Project Team Meeting	Mindanao Business Council	MBC Office, Davao City	Project staff	1	2	0	3
June 3, 2008	Strategic Planning Workshop for Butuan CCTAG	Mindanao Business Council	Luciana Inn and Restaurant, Butuan City	Government employees, members from business, non government sectors	12	8	0	20
June 3, 2008	Cross visit to the Municipality of Kabasalan	TAF	SB Session Hall, Municipality of Kabasalan	Mayor, Vice Mayor, SB Members, Department Heads	9	8	0	17
June 4, 2008	Strategic Planning Workshop for Surigao CCTAG	Mindanao Business Council	Mayor's Conference Room, City Hall, Surigao City	Government employees, members from business, non government sectors	15	5	0	20
June 5, 2008	Conduct of Action Planning Workshop	TAF	Catholic Church Function Hall, Municipality of Piñan	Sb Members, Municipal Treasurer, Department Heads, RCCs-MTO, EEDO	5	7	0	0

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
				Collectors and staffs				
June 10, 2008	Meeting with General Santos City Mayor	Mindanao Business Council	Office of the City Mayor, General Santos City	Government employees, members from business, non government sectors	1	3	0	4
June 13, 2008	Strategic Planning Workshop for Iligan CCTAG	Mindanao Business Council	City Treasurer's Office, City Hall, Iligan City	Government employees, members from business, non government sectors	5	7	0	12
June 16, 2008	Cross Visit to Tagum City's Economic Enterprise	TAF	Tagum City	City Government Employees, TWG and members of the business sector	32	5	0	37
June 16, 2008	Four COPS Project Launching	CORDNET	Asipulo, Ifugao	Municipal employees, barangay officials	13	27	0	40
June 23, 2008	Executive Meeting with the Mayor	TAF	Rhovics Place, Oroquieta City	TWG, city government employees and representatives from business and national government agencies	39	8	0	47
June 23, 2008	Presentation of TAG3 Performance Indicators to CSO	TAF	St. Michael's Parish Convent Conference Room, Iligan City	City employees, members of Technical Working Group	9	11	0	20

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
June 24, 2008	TAG3 Technical Working Group Meeting	TAF	City Administrator's Office, Oroquieta City	City employees composed of Technical Working Group	7	3	0	10
June 24, 2008	Presentation of Performance Indicators to Barangay Local Governments	TAF	ABC Hall, Iligan City	Barangay Officials	11	4	0	15
June 25, 2008	Presentation of Performance Indicators to Business Sector	TAF	ABC Hall, Iligan City	Representatives from the business sector	5	7	0	12
June 26, 2008	Meeting with the City Administrator and Sanggunian Chair	TAF	Office of the City Mayor, Iligan City	SP Member and City government employees	17	8	0	25
June 27, 2008	Presentation of Performance Indicators to City Hall Officials	TAF	Sangguniang Panlungsod, Session Hall, Iligan City	TWG, city government employees and representatives from business sector	15	18	1	32
July 10, 2008	Lakbay Aral: Economic Enterprise Management	TAF	Tagum City, Davao City, and Digos City	City Government Employees, Representatives from business sector	19	4	0	23
July 15, 2008	Affirming Resolve for the creation of CEEDO	TAF	City Hall, Tacurong City	City government employees	9	5	0	14
July 17, 2008	Strategic Planning Workshop for	Mindanao Business Council	Rhovic's Place, Oroquieta City	Government employees,	8	5	0	13

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Oroquieta CCTAG			members from business, non government sectors				
July 31, 2008	Strategic Planning Workshop for Tacurong CCTAG	Mindanao Business Council	City Hall, Tacurong City	Government employees, members from business, non government sectors	8	2	0	10
August 4, 2008	Action Planning Workshop	TAF	Municipal Conference Hall, Upi	Market Representatives, market vendors	9	1	4	6
August 6, 2008	Management Presentation and Technical Working Team Meeting	TAF	Sangguniang Bayan Session Hall, 2 nd Floor, Municipal Hall, Piñan	City government employees, business representatives, department heads, transport sector	3	6	0	9
August 7-8, 2008	Enhancement Writesops	TAF	Municipal Treasurer's Office, Municipality of Piñan	Municipal Treasurer, Department heads, RCCs-MTO, EEDO Collectors and staff	3	5	0	8
August 12, 2008	Strategic Planning Workshop for IGaCoS CCTAG	Mindanao Business Council	GSO Conference Room, Island Garden City of Samal	Government employees, members from business, non government sectors	5	5	0	10
August 14, 2008	Management Presentation and TWT Meeting	TAF	Sangguniang Bayan, Session Hall, Kabasalan Municipal Building, Kabasalan	Mayor, SB Member, MHO, TWT Chair, MLGOO, Department Heads	5	9	1	13

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
August 14, 2008	Pre-Enhancement Writeshop Meeting	TAF	Conference Room, Kabasalan Pathfinder Estate Hospital, Kabasalan	MHO, Nurses, Midwives	1	5	1	5
August 18- 22, 2008	BPLA and RPTA Service Standard Writeshop	Ateneo Resource Center for Local Governance	Sacro Costato Retreat House, Quezon City	City government employees, department heads	14	12	0	26
August 20- 21, 2008	MCTAG Forum I	Mindanao Business Council	Grand Regal Hotel, Davao City	Government employees, members from business, non government sectors	58	25	3	80
August 26- 27, 2008	Participatory Diagnosis Workshop	TAF	Mayor's Office, Municipal Hall, Bongao, Tawi- Tawi	Municipal government Employees, Department Heads	10	9	16	3
September 6, 2008	Monitoring of action plans	TAF	Municipal Hall, Upi, Shariff Kabunsuan	TWG, Municipal Engineer	2	0	0	2
September 9, 2008	TWT Coordination Meeting	TAF	Sanngguniang Bayan, Session Hall, 2 nd Floor, Municipal Hall, Municipality of Piñan	SB Member, Department Heads, Functionaries	4	9	0	13
September 10, 2008	Enhancement Writeshops	TAF	Municipal Treasurer's Office, Municipality of Piñan	Municipal Treasurer, HRMO, RCCs-MTO	2	6	0	8
September	Validation of	TAF	EEMD Office,	City government	3	7	0	10

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government, CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
10, 2008	Writeshop Outputs		Public Market, Oroquieta City	employees				
September 11, 2008	Technical Working Group Meeting	TAF	Conference Room, Office of the City Mayor, Oroquieta City	City government employees	6	2	0	8
September 12, 2008	Technical Working Group	TAF	Conference Room, Office of the City Mayor, Oroquieta City	City government employees	8	2	0	10
September 16, 2008	Conduct of Key Informant Interview	TAF	Municipal Hall, Jolo, Sulu	Department heads, municipal staff	8	2	10	0
September 18, 2008	TWT Coordination Meeting	TAF	Sangguniang Bayan Session Hall, 2 nd Floor, Kabasalan	Municipal Government Employees	5	6	1	10
September 19, 2008	Initial Process Mapping of the Hospital System of Patient Admission to Discharge	TAF	Conference Room, Kabasalan Pathfinder Estate Hospital, Kabasalan	Municipal employees, nurses, hospital workers	9	7	1	15
September 19, 2008	Trainers' Training for Oban Council Members	CORDNET	Brgy. Namal, Asipulo, Ifugao	Municipal officials, barangay officials	3	17	0	20
September 24-25, 2008	Key Informant Interviews	TAF	Integrated Public Market and Terminal	CSO/NGO representatives, transport operators, market vendors	7	7	0	14
TOTAL					617	480	167	930

Attachment D: Draft Human Resource Development Plan of Wao, Lanao del Sur.

Attachment E: Letters of Intent and City Council Resolutions from Nine Mindanao Cities

Attachment F: Letters of Intent and Municipal Council Resolutions from 20 Mindanao Municipalities.

