



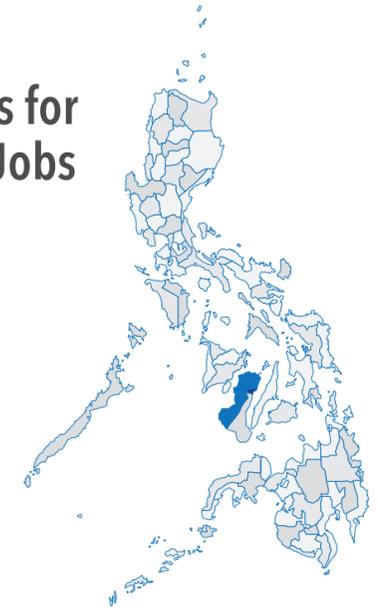
Partnerships for Integrity & Jobs

This project is co-funded by the **European Union**. It is implemented by the consortium: Konrad-Adenauer-Stiftung e.V. (**KAS**), European Chamber of Commerce of the Philippines (**ECCP**), Centrist Democracy Political Institute (**CDPI**), League of Cities of the Philippines (**LCP**), League of Municipalities of the Philippines (**LMP**) and League of Provinces of the Philippines (**LPP**).



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SAN CARLOS CITY NEGROSS OCCIDENTAL

Integrity Mechanisms and Models for Business and Investment Promotion



This project is co-funded by the **European Union**. It is implemented by the consortium:



City of San Carlos Negros Occidental

Integrity Mechanisms and Models for
Business and Investment Promotion



Partnerships for
Integrity & Jobs

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List of Abbreviations

ABC	Association of Barangay Captains
ARTA	Anti-Red Tape Act
BAC	Bids and Awards Committee
BJMP	Bureau of Jail Management and Penology
BOSS	Business One Stop Shop
BPLO	Business Permits and Licenses Office
BPLS	Business Permits and Licensing System
CDPI	Centrist Democracy Political Institute
CLDO	Cooperatives and Livelihood Development Office
COA	Commission on Audit
CSO	Civil Society Organization
CTO	City Treasurer's Office
DBM	Department of Budget and Management
DILG	Department of Interior and Local Government
DTI	Department of Trade and Industry
SCCIPC	San Carlos City Investment Promotions Center
ECCP	European Chamber of Commerce of the Philippines
FDP	Full Disclosure Policy
FGD	Focus Group Discussion
GAD	Gender and Development
HRMO	Human Resources Management Office
IAS	Internal Auditing Services
IAU	Internal Auditing Unit

IEC	Information Education Campaign
IRA	Internal Revenue Allotment
ISAT	Integrity Self Assessment Tool
JIT	Joint Inspection Team
JMC	Joint Memorandum Circular
KAS	Konrad Adenauer Stiftung
LCE	Local Chief Executive
LCP	League of Cities of the Philippines
LEIPO	Local Economic and Investment Promotions Officer
LG	Local Government
LGU	Local Government Unit
LMP	League of Municipalities of the Philippines
LPP	League of Provinces of the Philippines
MSME	Micro, Small and Medium Enterprises
MSMEDC	Micro, Small and Medium Enterprises Development Council
NGO	Non Government Organization
OBO	Office of the Building Official
OHRM	Office of Human Resources Management
OIC	Officer in Charge
PO	People's Organization
RA	Republic Act
SEF	Special Education Fund
SGLG	Seal of Good Local Government
LGPMS	Local Government Performance Management System
TWG	Technical Working Group

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Introduction

Overview of the Project I4J

The “Partnerships for Integrity and Job Creation - Local Governments and Civil Society Cooperate for Integrity and Transparent, Effective Small Business Registration and Promotion Procedure” also dubbed as “Project I4J” is a three-year Integrity Project which is co-funded by the European Union and the German Ministry for Economic Cooperation and Development through the Philippine office of the German political foundation, Konrad-Adenauer-Stiftung.

Project I4J focuses on the development of integrity mechanisms in local government units (LGUs) pilot sites. The Project also aims to develop models of transparent and effective procedures of registration, and promotion of small businesses and investments, and the development of a lasting business policy environment. Project I4J aims to contribute to the reduction of poverty in the Philippines through integrity and the sustainable creation of jobs.

In coordination with representatives from the three local government leagues (League of Cities of the Philippines, League of Municipalities of the Philippines and League of Provinces of the Philippines), three cities, three municipalities and three provinces across Luzon, Visayas and Mindanao were chosen as the pilot LGU Partners of Project I4J namely:

MUNICIPALITIES:	Naujan, Oriental Mindoro (Luzon)
	Tuburan, Cebu (Visayas)
	Iranun Cluster, Maguindanao (Mindanao) (Parang, Buldon, Barira & Matanog)
CITIES:	Puerto Princesa (Luzon)
	San Carlos City, Negros Occidental (Visayas)
	Cagayan de Oro City, Misamis Oriental (Mindanao)
PROVINCES:	Oriental Mindoro (Luzon)
	Cebu (Visayas)
	South Cotabato (Mindanao)

The project partners of Project I4J in the Philippines are Konrad-Adenauer-Stiftung (KAS), the European Chamber of Commerce of the Philippines (ECCP), the Centrist Democracy Political Institute (CDPI), the League of Provinces of the Philippines (LPP), the League of Cities of the Philippines (LCP), and the League of Municipalities of the Philippines (LMP).

The project is divided into four phases. The Project Set-up Phase involves the selection of pilot places, problem assessment in the pilot areas and the setting up of “Integrity Circles”, composed of respected representatives from the LGUs, the business sector and civil society. The curricula and training materials will be developed and the stakeholders trained during the Piloting Phase. It is also during this phase that integrity mechanisms and small business and investment registration and promotion models will be developed and implemented. The Dissemination Phase involves the documentation of results and experiences in the pilot areas. Crucial in this phase are activities that disseminate and promote the replication of these results across the other LGUs.

It is also during the Dissemination Phase that the project will systematically advocate the development of a supportive national framework for small business and investment registration.

The evaluation and sustainability of the project will be tackled in its Conclusion Phase.

The duration of the Project is thirty-six (36) months starting January 2014 and expected to end in December of 2016.

Legal Bases: Laws Relevant To Integrity

- Revised Penal Code: Title VII - Crimes Committed by Public Officers
- RA 1379- An Act declaring Forfeiture in Favor of the State Any Property Found to have been Unlawfully Acquired by Any Public Officer or Employee
- RA 3019- Anti-Graft & Corrupt Practices Act
- PD 46- Making it Punishable for Public Officials & Employees to Receive, and for Private Persons to Give Gifts on any Occasion, including Christmas
- PD 749- Granting Immunity from Prosecution to Givers of Bribes and other Gifts & to their Accomplices in Bribery & other Grafts Cases Against Public Officers
- 1987 Philippine Constitution
- RA 6713- Code of Conduct & Ethical Standards for Public Officers & Employees
- RA 7080- An Act Defining & Penalizing the Crime of Plunder
- RA 9160- An Act Defining the Crime of Money Laundering, Providing Penalties therefore & for Other Purposes

- RA 9485- An Act to Improve Efficiency in the Delivery of Government Service to the Public by Reducing Bureaucratic Red Tape, Preventing Graft & Corruption & Providing Penalties
- RA 10365- An Act Further Strengthening the Anti-Money Laundering Law, Amending for the Purpose RA 9160

Strategic Approach

EXTERNAL ASSESSMENT

The External Assessment is conducted using two methods: a) focus group discussions and b) in depth interviews. Third party experts will conduct focus group discussions (FGDs) at the pilot places, providing assessment reports with the outcomes of the discussions, evaluation of the results and recommendations. In addition in depth interviews will be conducted by the key technical staff of the project (Project Director, Project Manager, Project Coordinators of CDPI and ECCP) with selected personalities from the local government unit, local business and civil society at the pilot places. During these interviews first identification of potential members of the Integrity Circles shall take place too. The draft reports based on the results of the FGDs and additional interviews shall be communicated and discussed with the LGU and key members of the local business and civil society involved before the final version is produced.

The outcomes and results of the assessment studies will be the basis for designing the models for transparent, efficient and effective small business and investment procedures at the pilot

LGUs. The models will be designed on concrete observations and facts in these fields in order to actually measure the improvement during the trial implementation process.

1. THE FOCUS GROUP DISCUSSION (FGD)

The FGD was conducted 20 June 2014 at the Session Hall, San Carlos City Hall. Coordination and invitation of participants were facilitated by the staff of the City in collaboration with the project partners. Though a pre-set number from the LGU, CSO and business sector has been earlier agreed, the staff of the city government was given a freehand in the choice of invitees to the forum. The attendees of the discussion were composed of a mix of representatives from the elected and appointed officials of the city, representatives from the business sector and civil society organizations.

2. THE IN-DEPTH INTERVIEW

To further assess the City, in-depth interviews with selected civil servants, representatives of the business sector and members of civil society organizations in San Carlos were conducted on October 9-10, 2014.

INTERNAL ASSESSMENT

Aside from the external assessment, selected civil servants were subjected to a three-day training to make the internal assessment using the Integrity Self-Assessment Tool (ISAT) for LGUs. This is a tool which aims to assist the respondents in examining the scope and effectiveness of integrity policies and practices in their respective LGUs. It provides a framework that examines focus areas known to be susceptible to corruption and

puts forward a set of control measures that can address these vulnerabilities. The ISAT will generate an Integrity Profile for the LGU and identify areas of improvement to strengthen integrity policies and practices within the LGU. It gives LGUs an idea on how they fare in terms of integrity practices. More importantly, the assessment tool provides areas for improvement to strengthen the LGU's overall integrity practices.

There were two separate trainings for the elected City and Barangay Officials of San Carlos City and selected civil functionaries of the LGU. The trainings for the civil functionaries and city and barangay officials were conducted in January of 2015.

SIGNING OF THE INTEGRITY PLEDGE

The highlight of the training for civil functionaries was the signing of the Integrity Pledge, a commitment to integrity and transparency for effective investment registration through monitoring and inclusion of uncorrupt structures. The pledge has been designed by the EU co-funded Project I4J (Integrity for Job Creation), which aims to include local government units (LGUs), civil society, and local business as key players for clean administrative procedures.

THE TECHNICAL WORKING GROUP

At the conclusion of the trainings needed for all stakeholders, the Technical Working Group (TWG) was constituted by virtue of Executive Order No. 86, Series of 2015, Establishing the Technical Working Group for the Partnerships for Integrity and Jobs. The main function of the TWG is to outline the framework of

effective integrity mechanisms and models for efficient business and investment registration and promotion which will be implemented with active involvement of stakeholders from the LGU, local business sector and local civil society organizations. The output of the TWG will be presented to the Integrity Circle for comments and inputs and to the Local Chief Executive and Sangguniang Panlungsod for approval. The approved output will be implemented in this city and replicated across other LGUs.

THE TECHNICAL WORKING GROUP

Atty. Ma. Chat H. Delima	Attorney III, OIC-Office for Human Resource Management
Atty. Amy Grace O. Bolivar, CPA	City Treasurer, City Treasurer's Office
Cristina L. Combate	Local Treasury Operations Officer IV, Head, Business Permits & Licensing Office
Cynthia A. Mirande	City Social Welfare Development Officer
Leila B. Mansueto	Administrative Officer III, OIC-Public Market and Slaughterhouse Department
Mariel M. Avenir	Project Development Officer III, City Planning & Development Coordinator's Office
Ma. Brita D. Rebadomia	Supply Officer III, BAC Secretariat & Procurement Division
Jose Venfort L. Legaria	Management & Audit Analyst IV, OIC-Office of the City Accountant Management
Luzvisminda V. Porquez	Records Officer II, Office for Human Resource
Grace M. Nequinto	Project Development Assistant, Cooperatives and Livelihood Development

Darry B. Ramirez

Project Evaluation Officer II, Office of the
Building Official

Engr. Edward C. Sanchez

Head, City Waterworks Department

THE INTEGRITY CIRCLE

Under the framework of Project I4J, Integrity Circles will be set up in the pilot LGUs. The Integrity Circles will serve as the supervising and partner bodies of the integrity and good governance efforts of the local administration. Integrity Circles seek to raise awareness, identify integrity-related issues that affect performance, promote fair and good practice, as well as participate in the development of practical tools to help enhance integrity and reduce risks of corruption by strengthening transparency and accountability. Integrity Circles aim to promote transparency/trust, improvement of performance, a level playing field, enhanced competitiveness and attractiveness to business, and the creation of more jobs leading to inclusive growth and sustainable development.

The Integrity Circle has been constituted through Executive Order No. _____, Series of 2015, with members coming from the LGU, business sector, and civil society organizations. The members were chosen based on the following criteria:

1. Good Reputation
2. Professional Competence
3. Independence
4. Strong belief in the necessity of integrity and good governance in local administration; and
5. Willingness to fruitfully cooperate with the local administration.

The following constitute the Integrity Circle:

CSO:

Rev. Fr. Dionisio Nacario Jr.

Jimmy Baynosa San Carlos City Diocesan Social Action
Foundation, Inc.

Maria Suzette C. Bingham Julio Florentina Ledesma Foundation Inc.

Maria Rosa E. Solis GENESYS Foundation Inc.

Ruperto J. Tecson, Sr. San Carlos City BSRP Federation, Inc.

Rodolfo R. Librodo Kiwanis Club, Inc.

Oscar Villavelez SCCAFC, Inc.

BUSINESS SECTOR:

Riza E. Ferrer SACASOL, Inc.

Norberto L. Mondero Colegio de Sta. Rita Multi-Purpose Cooperative

Rhodita R. Patron SCCSAFA, Inc.

Sr. Alma Mangao Balik Kalikasan Foundation, Inc.

George Espinosa Brotherhood of Christian Businessmen & Professionals

LGU:

Engr. Gregorio A. Santillan

Atty. Ma. Chat H. Delima

Atty. Amy Grace O. Bolivar

Cristina L. Combate

Engr. Franuel P. Luranas

Sandra Luz B. Briones

Philip Gerard B. Maisog

Grace M. Nequinto

Jeuyona M. Cudias

Dr. Archilles A. Ponferrada

2 San Carlos City Profile

San Carlos became a city on July 1, 1960 with the passage of Republic Act No. 2643. This historical experience developed San Carlos' character as a resilient city with innovative changes towards social reform. It is a 2nd Class Component City with a total land area of 45,150 hectares and a population size of 129,981 (as of May 1, 2010). It has eighteen (18) barangays, of which fifteen (15) may be classified as urban and three (3) as rural.

San Carlos City, one of the 13 cities in Negros Occidental, lies at the northeastern part of Negros Island. It is bounded at the north by the town of Calatrava, at the west by the town of Don Salvador Benedicto and the City of Bago, at the south by the town of Vallehermoso and the City of Canlaon both of Negros Oriental, and at the east by Tanon Strait. It is 82 kilometers distant from Bacolod City through the new Negros Translink Eco-Tourism Highway and 146 kilometers through the old coastal road, 167 kilometers from Dumaguete City and 14 nautical miles from Toledo City, Cebu. The City's strategic location in relation to the other cities of Bacolod and Iloilo at the west as well as the cities of Toledo, Dumaguete and Cebu at the east, makes San Carlos an ideal hub for educational, residential, retirement and agro-industrial investments. Reliable and appropriate transportation systems by air (PAL, Cebu Pacific, Zest, Airphil), water (Aboitiz, Negros Navigation hydrofoil, boat/shipping lines) and land (Ceres liner bus system) is available for daily travel to Bacolod, Iloilo, Dumaguete, Cebu and outlying provinces and cities in Regions VI and VII.

Its ideal geographical location and financial stability has made San Carlos City the center of the Panay-Negros-Cebu economic zone. Its agro-industrial economy is centered on trade and industry that takes advantage of its vast and fertile agricultural land which comprise 66% of the City's land area of 45,150 hectares. Large tracts of agricultural land which are easily accessible through well-developed mountain roads are planted to staple crops like rice and corn, and high-valued crops like cabbage, carrots, soy beans, mango, cashew and coffee. Sugar manufacturing is still one of the major industries in the City although vast sugar plantations have given way to real estate development for residential, commercial and industrial enterprises. An ethanol plant using biomass for renewable energy provides 6% of the City's energy supply. The ethanol plant supports San Carlos City's vision of a robust and vibrant economy pioneering as an agro-industrial energy renewal center in the Visayas and the Philippines.

San Carlos is a port city with a fine natural harbor protected by Refugio Island (Sipaway). Its long coastline extends to 36 kilometers and its thriving island barangays on Refugio Island, replete with white sand beaches and rich marine resources, attribute to the growing fish and tourism industries of the City.

The City has an annual grand cultural celebration known as the Pintaflores festival. Held every November 3 to 5, the festival includes a colorful street dancing ritual performed by dancers with painted bodies originating from an old Visayan tradition of welcoming visitors through dances performed by natives with tattoo-painted bodies. San Carlos City's flower is the Sunflower depicting its warm, friendly, hospitable and welcoming people.

San Carlos was adjudged as one of the most livable cities in the world by the United Nations -sponsored International Awards for Livable Communities. The City was ranked second in

the category of cities with not more than 150,000 population. San Carlos was also recognized as a City of Renewable Energy, being a major investment destination of renewable energy in the Philippines and Capital of Earth Construction in the Philippines by using environment-friendly earth-based construction technology (Enviro-blox) in its housing and school building projects. It was also cited for its multi-awarded solid waste management and water levy projects.

The City is home to renewable energy industries. The San Carlos Bioenergy, Inc. is the first integrated sugarcane-based ethanol distillery and power cogeneration plant in the country and the entire Southeast Asian Region. The San Carlos Solar Energy, Inc. (SACASOL) is a 22-megawatt plant and the first commercial scale solar plant in the country was recently inaugurated. The San Carlos BioPower Inc. (SCBio) is a biomass plant with a generation capacity of 18 MW to supply baseload power to the local grid. More renewable energy plants will soon relocate in the City.

ARTNATURE Manufacturing Philippines, Inc., a wig manufacturing company is also operating in the City.

3

Findings and Analyses

Results of the Internal and External Assessment

Perception

LGU	Business	CSO
<i>Integrity is defined by the following:</i>		
<ul style="list-style-type: none"> • straight forward, honest, good example and transparent • important value of honesty especially among government employees • dedication to one's job • good reputation relating to work • taking full responsibility of one's action and must be transparent to tell the truth all the time 	<ul style="list-style-type: none"> • Concept of credibility and transparency • Honest work and fair division of tasks 	<ul style="list-style-type: none"> • Central to integrity are credibility and honesty.

Manner by which integrity is practiced:

- Leaders should set Good example to constituents with the principle of 'service for others'
- Transparency in procurement
- Following government rules and regulations
- By being a model to Employees
- People look up to government officials as models
- Assurance of getting voted with high trust of electorates
- Progress is grounded on the integrity of politicians
- Leadership requires a certain character of integrity
- For example, in terms of payment collection, the LGU is in charge of reading the electricity consumption of households. This should be the work of the electricity provider because they are not confident in the reading capability of the LGU
- Applied in all aspects of public service and observed in daily transactions
- Practice starts from the high officials and trickles down to the lowest level of the bureaucracy
- LGU officials should be a good example not only to fellow LG employees but to the rest of the constituencies
- Officials are elected by the people; therefore, are expected to be good and credible representatives of the constituents

Local ordinances supporting integrity:

- Computerization of tax system
- Review by SB committees every program of work in the City
- Creation of an eco-center
- Nothing in particular
- But CSOs are included in the consultations
- LGU is reaching out to the CSOs especially in the conduct of hearings
- None specifically/ particularly referring to integrity
- All the other ordinances, however, has a semblance of integrity (e.g. Anti-smoking Ordinance is strictly being observed in the

Local ordinances supporting integrity:

- Creation of environmental fund Anti-smoking ordinance
- Creation of law enforcement team

City Hall and by the LG officials/staff to elicit compliance from constituents; information campaign is conducted to make sure issued ordinances are popularized; monitoring of compliance through inspection is conducted to impress that the LGU is serious in the implementation of ordinances)

Permissibility of gift-giving and - receiving:

- Accept but not ask for it
- Should not be related to any government transactions
- Not acceptable because if you give something, the giving party is expecting something in return
- It is only appropriate to give gifts if the transaction is already done or accomplished
- Receipt of gifts, whether of huge or nominal value, would most likely put a local government employee in a compromising position; such as, returning a favor to a client, at the expense of fairness in service provision

Permissibility of gift-giving and -receiving:

- It depends on the form of gratitude or appreciation (e.g., birthdays)
- It becomes unethical if there is something in return

Capacity

LGU	Business	CSO
<i>Efforts on Information relating to transparency and ethical practices</i>		
<ul style="list-style-type: none"> • Citizens Charter, first in the region • Through official reports • Not on regular basis • During committee meetings of the Sangguniang Panlungsod • HR office regular orientation seminars 	<ul style="list-style-type: none"> • Not sure but there is an advocacy on the part of the LGU (no to fixers) • There is no reporting of public finances 	<ul style="list-style-type: none"> • Part of the orientation provided by the Human Resource Management Office (HRMO) for newly hired personnel; a reorientation is done annually • The Anti-Red Tape Act (ARTA) has been localized and observed to minimize corruption; ARTA training and re-training for all LG frontline

Permissibility of LGU workers transacting business with government

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • As long as it's transparent and goes through the standard procedures • There should be fair competition | <ul style="list-style-type: none"> • As long as rules are followed • As long as existing business is not going to be manipulated by the city government | <ul style="list-style-type: none"> • This can be a source of corruption. • It's a known practice, however, that some LG staff engages in private businesses with government. |
| | | <ul style="list-style-type: none"> • The Bids and Awards Committee (BAC) set regulations to avoid and eliminate corruption in this circumstance i.e. with regard to the acceptability of LG personnel owning businesses, the participants said that the LG staff should have the business prior to being hired by the LG; the staff should not be a member of the BAC; and that the business cannot be represented by the staff during the bidding/awarding process nor can she/he directly transact business with the LG, etc. |

Integrity of LGU staff

- Staff hiring should be according to CSC standards
- Orientation seminars are conducted by the HR office to new employees
- There are existing criteria that LGUs follow in hiring their staff
- LGU workers should be hired based on their qualifications and the selection process should be objective
- There are instances wherein relatives and supporters of the incumbent are hired, but this cannot be avoided. This is okay as long as they are qualified for the job
- Training on ethical governance are not conducted and provided as regular as it should
- Qualification should be the primary basis in hiring LGU staff. It should follow directives from the Civil Service Commission
- In cases of positions not requiring eligibility (e.g. Job Orders and Contractuals), legitimate process is being observed
- Training and values orientation are part of the orientation conducted by the HRMO for all the staff. Reorientation is done annually

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Awareness on RA 6713 (Code of Conduct and Ethical Standards for Public Officials and Employees)

- Officials are aware of the law but not familiar with its detailed content
- They have not yet encountered LGU staff not familiar with RA 6713 and proper procurement procedures.
- The staff are made aware of this through trainings on government processes which so highlights "dos and don'ts" of a government employee.
- The City is a recipient of several awards on good governance; measures of integrity being always a part of the criteria

Organizational / Institutional

LGU	Business	CSO
<ul style="list-style-type: none"> • There is no specific grievance office, but there is a complaint desk at the City Hall • There are suggestion boxes in every department in City Hall and they are considered seriously • Accordingly, City Hall functions are properly organized • The Sangguniang Panglungsod actively functions into different committees to look at various needs and concerns of constituents • The City publish on its website procurement needs and bidding procedures. • They follow requirements mandated by the Bureau of Local Government Finance 	<ul style="list-style-type: none"> • Business and CSO groups believe that there is no existing grievance office in City Hall. Complaints are directed to the mayor and he is expected to take action on the report • The system is perceived to be centralized and computerized. Information among departments are linked. However, bulletin for such information is not visible in public places except for the public market • Transparency and public participation are apparently in place. CSOs and business sector are both summoned on budget hearings. 	<ul style="list-style-type: none"> • All frontline services have a Customer Assistance Desk which handles Complaints and grievances on issues/concerns handled by a specific office. • There are also posters detailing the process flow on how to lodge complains. • Importance is given by the LGU to backing up of information as there are some pending cases requiring old documentation- some even dating back 15 years ago • Frontline services are organized to bring services closer to people (e.g. organizing groups to conduct barangay information drive;

LGU	Business	CSO
<ul style="list-style-type: none"> • Was awarded as best accounting office in the Philippines by COA • The City provides mandated benefits of its regular staff. It even increased. 	<p>Schedules for public hearings are always announced</p> <ul style="list-style-type: none"> • The group believes that mandated benefits of the staff are provided by the City government 	<p>one-stop shop for services that usually takes longer transaction time, etc.)</p> <ul style="list-style-type: none"> • Benefits are competitive even in comparison with that of the private sector. There are even additional incentives when the City receives an award.

Systematic

LGU	Business	CSO
<i>Prerequisites of integrity practice</i>		
<ul style="list-style-type: none"> • Capacity-building • Procedural guidelines • More open-minded collaboration • Understanding each other's concerns 	<ul style="list-style-type: none"> • Citizens should learn to take the lead • Regular meetings between private sector, LGU and CSOs should be conducted • Citizens should be the ones to police the implementation • The mayor sets an example 	<ul style="list-style-type: none"> • Awareness of the process (for both LG staff and constituents) and popularizing information are necessary first steps. • Aside from conspicuous posters on process flows, frontline services provide brochures enumerating all the requirements and charting the process

LGU	Business	CSO
<i>Prerequisites of integrity practice</i>		
		including the point persons and duration for acquiring a document.
<i>Improvement Mechanisms</i>		
<ul style="list-style-type: none"> • Constant campaigns, information dissemination • Dialogues with different sectors • CSO handbook for Participation 	<ul style="list-style-type: none"> • Conduct regular meetings, assessment and evaluation • Monitor the success and implementation of the integrity practices 	<ul style="list-style-type: none"> • Continue with good practices on integrity • Learn from good practices from other LGUs that are successfully implementing integrity practices
<i>Institutionalization of Integrity Practice</i>		
<ul style="list-style-type: none"> • Participation of the community • Participation of the San Carlos Development Board and the City Development Council • Formation of associations • Participation of the Micro Small Medium Enterprises Development Council • Community should police the LGU 	<ul style="list-style-type: none"> • Network of CSOs should be strengthened through the CLDO • Continue the efforts of the CLDO in terms of gathering the representatives once every month • Make the integrity practices part of the mayor's agenda • LGU should reach out and communicate to CSOs and local business sector 	<ul style="list-style-type: none"> • Ordinance, particularly focusing on integrity practices, should be issued • NGOs/ CSOs should effectively monitor integrity practices

Summary of Outcomes

In Depth Interviews with Selected Civil Servants, Representatives of the Business Sector and Members of Civil Society of San Carlos LGU.

INVESTMENT PROMOTION

- The Investment Promotion Office is not formed yet but this is something in the drawing board of the LGU.
- Tourism promotion activities need to be strengthened.
- Labor migration of San Carlos residents seem to be an issue as there are less jobs in San Carlos City compared to other nearby cities.
- Except for the cost of business permits with reference to small business enterprises, there are very few issues regarding business registration and licensing. However it appears that there are only very few registering the business with the LGU.
- The CSOs are witnessing a growing business interest in the city that enjoys peace and order.
- The business future of the city is in the areas of renewable energy, fishing and tourism especially in Sipaway Island. The presence of a port is a plus factor for the city. Unfortunately the plan to have an airport built in the city is seen lost now.
- A major complaint was lodged on the matter of taxes which is not necessarily an issue with LGUs. The taxes are seen to be too high especially for small enterprises.
- With high taxes, small businesses are tempted to become corrupt and tend to cheat to avoid what is viewed as unfair treatment.

- Rolling stores are not taxed but they have to secure business permits. However, for small businesses, the cost of business permits is considered high too.
- Real estate taxes was considered high in San Carlos.
- Facilitating deals for other related permits required for small companies to operate are being offered in exchange for certain purchases.
- The interviewees are happy with the peace and order situation of San Carlos City. This is seen as a plus factor for attracting business in the locality.

CAPACITY BUILDING FOR INTEGRITY

- While the LCE sets the tone from the top as far as integrity is concerned, it is the HR department that handles the actually briefing and training of LGU employees;
- In spite of seminars and workshop provided by the human resources office of the City government relating to values formation and good governance practices, the participants still believe that knowledge and information of LGU staff and stakeholders are not yet enough to make integrity practices a permanent habit in government transactions.
- Before employees are hired by the LGU, they undergo briefing on ethical business practices.
- At the end of every Barangay right after elected officials have taken their oath, the Office of Ombudsman conducts a Public Accountability Seminar and a lifestyle check. This is intended to educate and to make aware new officials about their obligations and also to verify their lifestyle status at the start of their term.

CSO PARTICIPATION

- The LCE is regularly in touch with CSOs but remains challenged in engaging more CSOs to join the CSO assembly due to the CSO's financial constraints with regard to transportation and food.
- The LCE is innovative in considering new technology to allow CSOs to participate in LGU activities.
- The LGU is actively engaging CSOs to participate in the Bidding and Awards Committee. However, the LGU would like to see more CSOs participate in the BAC meetings as only a few are attending.
- CSOs are financially constrained to participate in LGU activities.
- The monitoring role of CSOs, business organizations and other stakeholders must be sustained to guarantee a sense of ownership and participative involvement from everyone.
- The need for stronger collaboration between the city government, CSOs and the Private Sector in facilitating a more sustainable mechanism for any integrity program to flourish.

4

The Mechanism and Implementation

Investment Promotion

RATIONALE

Investment Promotion is a growing activity of governments not only in developed countries but also in developing countries. It is one of the challenges thrown into the local government units in answer to the call of the national government to create business-friendly environment at the LGU. Investment promotion entails linking the LGU to local, national and global levels. To be competitive, the LGU is set to make effort on utilizing its ability to shape an economic environment conducive to attraction, retention and growth of business. The work of the LGU does not only stop at attracting investors and locators to come in, more importantly, much effort is demanded at investment retention, on being able to convince the investors to stay and continue doing business in the locality, and business expansion, helping existing businesses to grow. Taking good care of existing businesses is therefore considered an important part of the investment promotion effort.

On the premise of taking good care of existing businesses in the City as part of investment promotion, the City of San Carlos established the Micro, Small, Medium Enterprises Development Council, which is attached to the Department of Trade and Industry (DTI) per Republic Act No. 6977, as amended. The Council shall be the primary agency responsible for the promotion, growth

and development of small and medium enterprises in the country. In setting this, the City of San Carlos is guided by the principle on minimal set of rules and simplification of procedures and requirements in registration to ensure stability of rules and to encourage entrepreneurial spirit among the citizenry.

To achieve this end and further promote inward investments, the City of San Carlos exerted effort and resources to implement Streamlining the Business Permitting and Licensing System (BPLS). A simplified business registration process will not only attract investments, it will likewise prevent or minimize incidence of bribery and corruption among the agencies and persons involved.

The inflow of investments to San Carlos City will bring about multiplier effect to the local economy.

OBJECTIVES

Doing investment promotions make an impact because of the scarcity of information. It is impossible for an investment seeking location to know all possible location sites available. Particularly foreign investments, the lack of information will typically land them in areas they know such as those where they or their competitors have invested in, where their suppliers are located, published reports, or where their officials or employees are rooted. (Handbook for Promoting Foreign Direct Investment in Medium Size Low Budget Cities in Emerging Markets: Columbia University, New York. November, 2009)

IMPLEMENTATION

3.1. Establishment & Institutionalization of the San Carlos City Investment Promotion Center

The San Carlos City Investment Promotion Center (SCCIPC) will be the avenue for the influx of investment for San Carlos City.

The SCCIPC will serve as the hub where the needs of prospective investors are catered and the sustainability of the present investments are protected. Its establishment will be carried as one major factor in the amendment of Ordinance No. 198, Series of 1998 as amended by Ordinance No. 12, Series of 2006 otherwise known as the San Carlos City Investment Incentives Code.

The same answers the call of Department of Interior and Local Government (DILG) through Memorandum Circular No. 2010-113 on October 13, 2012 enjoining provincial governors and city mayors to create Local Economic and Investment Promotion Offices and the appointment of the Local Economic and Investment Promotion Officers (LEIPOs). Back in 2011, the City Mayor issued Executive Order No. 18, Series of 2011, for the designation of the LEIPO for San Carlos City.

By the establishment of the SCCIPC, the other functions of the San Carlos City Investment Board per Investment Code particularly the evaluation of the applications for incentives will be assumed by the SCCIPC. Other non-fiscal incentives such as the provision of assistance, among others, in: (1) Securing Licenses and Permits; (2) Identifying business or joint venture partners, raw materials suppliers and possible business sites; (3) Providing information/data

on skilled manpower and service providers; (4) Conducting briefings to investors ; (5) Rendering after care services to investors; (6) Strengthening networking relationships, and others.

The principal role of the SCCIPC is data collection and management, linkages, facilitation, and monitoring. It will engage in compilation and processing of data to profile the City in terms of physical attributes and economic size and structure including social, political, and administrative conditions. These activities aim to attract the attention of investors and will build a message to the world that San Carlos City is ready for investors and inward locators.

The SCCIPC will be a unit under the Office of the City Mayor. It will be headed by the San Carlos City Economic Investment Promotion Officer with three (3) to four (4) staff with high degree of understanding of investments and investor behavior, good communications skills to be able to clearly deliver messages and convince inward locators.

3.2. Strengthening of the MSMED Council

The creation of the Micro, Small and Medium Enterprise Development Council (MSMEDC) was thru the communication from the Department of Trade and Industry (DTI) stating the importance and advantage of having a council that will support the operating business enterprises in the formulation of the policies and strategies and in the implementation of their entrepreneurial endeavors.

The council was locally created thru Executive Order No. 38, series of 2010 and further amended by Executive Order No. 72, 2010. In support to the creation is Republic Act 6977, the Magna Carta for Small Enterprises - an

act to promote, develop & assist small & medium scale enterprises and amended by RA 8289 - an act to strengthen the promotion & development of, and assistance to small & medium scale enterprises and further amended by RA 9501, an act to promote entrepreneurship by strengthening development assistance programs to micro, small & medium enterprises.

The council shall be strengthened to effectively spur the growth and development of MSME's throughout the city and carry out policy declared in the Republic Act 9501 and shall be attached to the City Government and other lines agencies.

The council also shall be the primary agency responsible for the promotion, growth and development of small and medium enterprises in the city by way of facilitating and closely coordinating efforts to promote the viability and growth of micro, small and medium enterprises including assisting relevant agencies in the tapping of local funds for micro, small and medium enterprise development as well as seeking ways to maximize the use of our labor resources.

Since its creation in 2010, the San Carlos City MSMED Council had been under the Cooperatives & Livelihood Development Office, a division of the City Mayor's Office. At the inception the Council was doing good, however, for some factors, it gradually weaken leading to constraints in meeting its mandate and performing its function well. A council as important as the MSMED Council should be revived and further empowered.

The strengthening of the MSMED Council shall be done with the following proposed actions:

1. Review existing policies

The San Carlos MSMED Council was created last May 19, 2010 thru Executive Order # 38 and series of meetings was then conducted. The council was able to formulate policies as basis of their activities but as time passed, the members started losing interest in the participation to the council. To them, the importance of the council was not fully conveyed, hence the members did not fully appreciate its importance to them and no permanent secretariat (Project In-charge) was assigned to the council.

2. Organization of the Terminal Vendors' Association and re-organization of the market vendors' association and other sectoral groups

The representation of vendors' association in the MSMEDC plays an important role in the activities of the council. For better representation in the Council, the vendors' association and other sectoral groups should be organized and/or reorganized and registered to gain legal personality to represent the sector.

The following steps shall be undertaken:

- a.) Coordinate with the Public Market & Slaughterhouse Department (PMSD) regarding the plan;
- b.) Conduct associations orientation to the vendor;
- c.) Elect officers of the association;
- d.) Call meeting with the officers (all sectors organized);
- e.) Inform the idea of merging the sectors into one (1) vendors' association;
- f.) Register with the appropriate agency.

The steps identified may take time to implement however, it is important that each sector nominates a representative who can really speak in behalf of the group that is represented.

3. Regular Monthly Meetings

The council has a policy that they have a regular meeting every 3rd Friday of the month but lately there was no meeting conducted because of the absence of quorum. It was agreed that since the council is on the process of re-organization, the meeting will be called as the need arises. After the meeting for the month of May, regular meeting will be suggested to have a continuous activity of the council including the invitation from the Department of Trade & Industry (DTI) representative to attend the council meeting.

4. Data Banking of MSME

The council has no complete data bank of all micro, small and medium enterprises (MSME's) of San Carlos City. Data banking will be done in coordination with the Business Permits & Licensing Office (BPLO) and shall be updated regularly.

5. Continuing Information Education Campaign (IEC)

The information education and communication campaign on MSMEDC programs will continue through meetings, orientations and seminars. Reading materials like leaflets, flyers, posters, billboards and through the LED Outdoor Display in the public plaza will also be done to reach out to the public.

3.3. Enhancement of BPLS

Corruption is now recognized as one of the greatest barriers to prosperity, economic competitiveness and development, and political and social stability of countries. In business registration, the burdensome procedure facilitates corruption by bribing government officials or employees to simplify registration process, a more “convenient” solution to the problem in registration, thus, institutionalizing corruption. As the primary source of corruption is inefficient regulations, efforts to simplify legal and regulatory environment should form the core of anti-corruption initiatives. The purpose of such efforts is to take away opportunities for corruption, specifically in the processing of business registration.

For a LGU to be competitive and business-friendly, efforts should be made to streamline processes making business start-ups easier.

Streamlining the Business Permitting and Licensing System (BPLS) means implementing systematic and purposeful interventions to the business start-up, streamlining can accelerate revenue mobilization, improve expenditure management, and increase access to finance for better service delivery and growth promotion.

The BPLS was fully implemented in San Carlos City in the calendar year 2011 in compliance with DILG-DTI, JMC No. 1 series of 2010 (Guidelines in Implementing the Standards in Processing Business Permits and Licenses in all Cities and Municipalities) which established the following BPLS Standards:

- Unified Form
- Standards Steps
- Standards Processing Time
- Signatories

The Current Streamlined Process

- Business One Stop Shop (BOSS) to enhance the yearly renewals of business permits and licenses. It is a facility that hosts all concerned agencies (local and national) under one roof for faster processing. The same is done at the ground level of the San Carlos City Hall where clearances and signatories are all in easy access.
- The City of San Carlos adopts an extended Licensing Period up to January 31, instead of only up to January 20, thru S.P. Resolutions.
- Business transactions are fully computerized (ETRACS) from business application down to releasing of Mayors Permit.
- One Time Assessment and One Time Payment.
- Creation of Joint Inspection Team (JIT) through Executive Order 58, series of 2013, as amended by Executive Order No. 62, series of 2013. Said team is tasked to inspect all requirements of all establishment/offices for new business permit applications and recommend the issuance of new, renewal or non-renewal of business permits.

Despite its being established and operational, various activities are yet to be done to improve the system

and ensure the sustainability of BPLS reforms, such as: the issuance of local regulations to support the streamlined process. Otherwise, every change of administration will lead to a return to old practices. The setting up of a monitoring and evaluation system with the participation of the business sector and civil society organizations is also necessary for process improvement.

Transparency

1. RATIONALE

The public is demanding more openness in government. They are calling for greater civic participation in public affairs, and seeking ways to make the government more transparent, responsive, accountable, and effective.

2. IMPLEMENTATION SCHEME

2.1. Strengthening of Full Disclosure Policy

Full Disclosure Policy or FDP is the government's policy that requires certain local officials of provinces, cities and municipalities to fully disclose particular financial transactions of the LGU to keep their constituents informed of how the LGU budget is managed, disbursed and used. Full Disclosure will promote honest, transparent, and orderly management of public funds, help minimize, if not totally prevent corruption and misuse of public funds and increase the people's awareness of the available public funds and the allocated amount for development projects in their localities. Among the laws that require full disclosure are the following:

Section 352 of the Local Government Code :

"...posting within 30 days from end of each fiscal year in at least three publicly accessible and conspicuous places in the local government unit, a summary of all revenues collected and funds received, including the appropriations and disbursements of such funds during the preceding fiscal year."

**Republic Act No. 9184,
Government Procurement Reform Act:**

"... posting of the Invitation to Bid, Notice to Proceed and Approved Contract in procuring entity's premises, in newspapers of general circulation, the Philippine Government Electronic Procurement System (PhilGEPS) and the website of the procuring entity."

Although, LGU San Carlos is compliant to this requirement as evaluated by the Department of Local Government-DILG (thru LGPMS & SGLG), there is still a need to issue an Executive Order to strengthen the implementation of the said law. This is to mandatory require all offices concerned (local and national) in the LGU to effect full compliance on this in their respective area of responsibilities.

In the passage of said Executive Order, it is anticipated that the city's compliance to FPD shall be intensified and such maybe realized by:

1. replacing the existing bulletin boards located in the city public market, terminal and city hall lobby into an "Full Disclosure Board" which is appropriate to accommodate a summary of all revenues collected and funds received, including the appropriations and disbursements of such funds, Invitation to Bid, Notice to Proceed and Approved Contract of the procuring entity and other required reports,
 - **To be posted annually**
 - a. Annual Budget
 - b. Statement of Debt Service
 - c. Statement of Receipts and Expenditures
 - d. Annual Procurement Plan or Procurement List
 - e. Annual GAD Accomplishment report
 - **To be posted quarterly**
 - f. Trust Fund Utilization 20% Component of the IRA Utilization
 - g. Local Risk Reduction and Management Utilization Fund
 - h. Quarterly Statement of Cash Flow
 - i. Bid Results on Civil Works, Goods & Services and Consulting Services
 - j. SEF Utilization
 - k. Unliquidated Cash Advances
 - l. Manpower Complement
 - m. Supplemental Procurement Plan

- 2.) additional provisions of said transparency board containing all the above-stated requires reports to be stationed at city port, church (vicinity), City Auditorium, parks /plaza and other areas accessible to the public.
- 3.) the use of LGU website and continued compliance to Philgeps requirement is to be ruled;
- 4.) the information programs on the different projects and activities of the City shall be strengthened

2.2. Formulation & Institutionalization of Feedback Mechanism

Feedback Mechanism can play an important role in improving public services. It can help service LGU to improve their efficiency and effectiveness. It may also be a source of innovative ideas for the improvement of services and may serve as aid to the policy makers and departments or offices concerned to identify issues pertaining to frontline services.

Citizens and businesses should know who to contact, approximately how long they should wait for a response, and be able to track the progress. Otherwise, just because a citizen files a complaint or uses a service does not mean that the government official will necessarily respond to it. Feedback Mechanism leads to greater transparency and accountability, which naturally translate into a more well-run and trusted government.

Section 8 (g) of Republic Act No. 9485

otherwise known as AN ACT TO IMPROVE EFFICIENCY IN THE DELIVERY OF GOVERNMENT SERVICE TO THE PUBLIC BY REDUCING BUREAUCRATIC RED TAPE. PREVENTING GRAFT AND CORRUPTION, AND PROVIDING PENALTIES

THEREFOR provides for the establishment of public assistance and complaints Desk in all government offices and agencies. Likewise, the Civil Service Commission issued Memorandum Circular No. 16, s.2008, requiring all agencies to establish in their respective offices a public assistance and complaints desk and provide the public Hotline number/s which should be purposely set up to effectively receive feedback and monitor

The same is not fully utilized due to the absence of procedure or process flow on how to cater direct or indirect complaints from the clients.

An officer knowledgeable on the frontline services offered by the LGU shall be available for consultation and advice. The desk shall be attended to at all times even during office breaks.

Since it is mandated in Sec. 8 of RA 9485, Institutionalization and Formulation of Feedback Mechanism in the LGU is recommended. This is to allow clients/the public to provide information to the LGU on its performance and how it affects them as clients. This is often used for different purposes, in expectation of a variety of benefits, including taking corrective action/s to improve its service delivery.

The reasons most often given for establishing a feedback mechanism are to support accountability, transparency, empowerment, monitoring and evaluation, and system's improvement, and to provide early warning of impending problems.

In establishing Feedback Mechanisms, improvement of LGU's credibility and enhancement of the LGU's public standing are realized.

How the feedback mechanism works:

1. The LGU shall formulate policy/ies on how to institutionalize its Feedback Mechanism. There should be an office to take charge of its functions. An officer of the day shall be familiarized and trained on its responsibilities, if possible, a regular personnel whom accountability is identified.
2. A local ordinance is to be passed for the public to be aware of. The public should be made aware of the steps in the feedback process. The process should be made as transparent as possible.
3. Regular Monitoring of the complaints received/ filed and LGUs action on such.

2.3. Institutionalization of Internal Audit Unit

The creation of the Internal Audit Unit is mandated under Administrative Order No. 70 from the Office of the President “Strengthening of the Internal Control System of Government Offices, Agencies, Government-Owned and/or Controlled Corporations, including Government Financial Institutions, State Universities and Colleges and Local Government Units” instructing all public offices to perform internal audit in conformance to international standards via a unit separate from the accounting department. It shall be an integral part of the office, without intruding into the authority and mandate of the Commission on Audit (COA) granted under the Constitution.

The City Government had created the Office of the Internal Audit Services (AIS) which is a division of the office of the City Mayor. Said division is composed of three (3) positions which are still vacant.

The Internal Audit Unit aims to achieve efficient and effective fiscal administration and performance of the LGU affairs and functions. It shall promote excellence in good governance by fostering transparency, accountability, risk prevention and close monitoring of efficient implementation of government programs and projects.

Filling-up and training of the IAU Staff

Upon the filling-up of the positions in the Internal Audit Services, the staff will be required to undergo training programs and other technical services for skill improvement and professional advancement in a wide range of concerns in internal auditing, including system development and organizational design.

Adopting the Internal Audit Manual

The Department of Budget Management (DBM) is currently drafting the Internal Audit Manual for Local Government Units which will be available on the last quarter of 2015. Once available, the same will be adopted and implemented by the City. The manual will serve as the guidebook in the operation of the Internal Audit Unit.

2.4. Adoption of NO GIFT Policy

Accepting gifts, in whatever form, should not be practiced in government offices since such might be used as basis in doing a task. Such action is susceptible to abuse and might lead to corruption.

Pursuant to Section 7(d) of RA 6713 otherwise known as Code of Conduct and Ethical Standards for Government Employees which provides for the prohibited acts and transactions of public officials and employees, specifically the Solicitation or Acceptance of Gifts, a NO GIFT Policy shall be adopted through the issuance of an Executive Order. This initiative aims to eliminate corruption in the government service and to remove any taint of doubt that a service is being given/not given due to the presence/absence of gifts/bribes.

2.5. Strengthening the Monitoring of the Implementation of the Anti-Red Tape Act

The City of San Carlos has passed Ordinance No. 13, Series of 2009, An Ordinance Adopting a Citizen's Charter for the City of San Carlos Pursuant to Republic Act No. 9458, otherwise known as the Anti-Red Tape Act of 2009.

While the process flow of frontline services are displayed outside the frontline offices, there is no constant monitoring on the implementation of the ARTA.

Hence, a monitoring team composed of the following shall be created to constantly monitor the progress and identify and address the possible gaps and challenges in the implementation of the ARTA:

Chairman: City Mayor

V-Chair : City Vice Mayor

Members: Heads of the following offices or his/her duly authorized representative

1. OHRM
2. Administrator's Office
3. BPLO
4. CTO
5. Assessor's Office
6. OBO

The OHRM will serve as the secretariat to the team.

Capability Building and Values Formation

1. RATIONALE

Much is expected from public offices when it comes to the delivery of basic services yet much negativity also surrounds on the way such service is given.

The image of government employees has been tainted with negative attributes and it is about time to change such perception. It is about time to let the public once again see and believe that public office can be trusted to deliver honest, good and efficient services to the people.

A lot of work has to be done to achieve such level of trust and the best way to achieve that is to develop employees with good values and good attitude towards work.

2. OBJECTIVES:

1. To equip, train, and inculcate integrity and transparency in the mindset of all government employees through values formation seminars;
2. To give recognition to government employees who embodies the real meaning of “public servant” by actually being one and not just lip service;
3. To eliminate any shadow of doubt that a service is being (not) given due to the presence (absence) of gifts or bribe;
4. To inculcate in the minds of the public a sense of trust in government servants and government service;
5. To develop and strengthen public perception that government service means quality and honest service.

3. IMPLEMENTATION SCHEME

3.1. Enhancement of Frontline Services

Government employees should always be in the forefront when it comes to giving quality service to the public. However, as it turned out, government employees have been stereotyped as lousy, slow and inefficient when it comes to giving service to the public. That notion has to be corrected and it is therefore necessary to equip civil servants with the right attitude towards work. To instill in their hearts the importance of giving quality service and help them understand that quality service does not only mean efficient and fast service but also “clientele-friendly” type of service (e.g. service with a smile; giving pleasantries like “hello”, good morning, etc.)

3.2. Seminars, Trainings & Workshop

Rule VIII, section 1 of the Omnibus Rules Implementing Book V of Executive Order No. 292 states that “Every official and employee is an asset or resource to be valued, developed and utilized in the delivery of basic services to the public. Hence, the development and retention of a highly competent and professional workforce in the public service shall be the main concern of every department or agency.

In order to develop, train and equip the employees, they must undergo:

Values Formation - the objective of this seminar is to strengthen the moral & spiritual foundation of the employees in performing his/her obligations and duties as civil servant. Values development through training programs

aimed at instilling a sense of pride and commitment in public service and developing proper work attitude.

Team Building - this seminar/workshop promotes collaboration in one's organization and peer group and evaluate one's approach in working with groups.

Skills Training - this training enhances the skills and knowledge of employees in their line of work.

3.3. Conduct constant information drive or orientation for all employees

Information drive on Republic Act 6713 or the Code of Conduct and Ethical Standards for Government Employees, Republic Act 3019 or the Anti-Graft and Corrupt Practices Act, Republic Act 9485 or the Anti-Red Tape Act of 2007, the Revised Rules on Administrative Cases in the Civil Service, and the Citizen's Charter shall be conducted in the form of trainings, orientations, symposia, distribution of flyers and similar mode of information dissemination to instill in the minds and hearts of every government employee the values, ideals, and principles pertaining to government service.

This activity aims to continuously remind the employees of the duties attached to being public servants and being accountable to the people. With this constant reminder, the employees will live up with the expectation of what it takes to be in the public service, to serve the people with utmost dignity and sincerity at all times.

3.4. Incorporation of Integrity Programs during the Civil Service Month

The Civil Service Month is every September of each year. It is celebrated simultaneous with the anniversary of the Philippine Civil Service or the civil servants nationwide. During this month, the city government prepares various activities that showcase the other side of the employees aside from being a civil servant. Outreach programs such as Share-A-Meal, Gift Giving and the likes are extended to Senior Citizens, Physically Challenge Persons, BJMP Inmates, Street Children, Indigent Patients of the City Hospital, Pedicab Drivers, Garbage Collectors & Drivers. Also, employees participate in the sports fest activities.

Aside from the usual activities done during the Civil Service Month, activities and programs relating to integrity shall be incorporated and one of which is the launching of Project I4J. Having been chosen as one of the pilot cities for Project I4J, it is viewed to best launch this project during the Civil Service Month to highlight the important role of the employees and officials in the success and sustainability of this project. To announce to the world that the City of San Carlos is ready for integrity, ready for investments.

Collaboration and Participation

(Participatory Governance)

1. RATIONAL:

Good governance to some extent depends on various institutional agencies, departments, constituents as well as policy makers. Hence, formulation of policies and rules on honest governance cannot ensure effective enforcement without active participation of the citizens. This looks into the sustainability of good policies and people's participation that in effect bring about effective local governance of a particular community. The purpose of involving people in governance is to transfer power and influence to individuals and communities.

Participatory governance is a collaborative effort of government which involves populace in all walks of life in the barangays & employees particularly in the local government of San Carlos for the purpose of providing basic social services and programs. This is a citizen participation in government usually centered on measures to facilitate greater public access to information about government, enhance the rights of citizens to be 'consulted' on matters which directly affect them, and ensure that all voices can be heard equally through fair systems of representative democracy.

While there is almost total acceptance of the principle of citizen's participation in democratic societies, the means and extent of this participation are frequently contested. However, there is a growing appreciation that participation in governance, or participatory governance, involves different principles and methods for engagement. These might include developing transformative community partnerships; establishing system-

wide information exchanges and knowledge transfers & community development. Tangible strategies identified for an effective and efficient medium to deal with this integrity mechanism.

2. IMPLEMENTATION SCHEME

2.1 . Interaction of the LCE with the Constituents (Chika-Chika sa Mayor)

A strategy identified is an event dubbed as “Chicka Chicka sa Mayor”. The idea is to extend effort to interact with the public in different ways. Basically, the ideal audience will be the constituents from San Carlos City represented by various sectors such as Senior Citizens, Women, Youth, Children, Business Sectors to include micro, small and medium entrepreneurs.

The event is focused on allowing the public a more intimate discussion in an informal setting with Local Chief Executive (LCE). The conceptual framework of this participatory strategy is that, “If the constituents cannot come to the City Hall, it’s the City Hall that should be made available to them”. By doing so, government officials especially the LCE could be more transparent. The meetings will be very informal, with no structure, simply a basic conversation between the LCE and the individuals. This “Chika Chika sa Mayor” will be held at any place accessible to the public on a 2nd Friday of each month at 10:00 in the morning or at any schedule as may be fixed by the LCE.

The activity will be done in accordance with the following steps:

1. Information dissemination through the Barangay Captains during their regular Association of Barangay Captains or ABC meeting.
2. The organizer or the moderator will schedule a group or sector to be the audience of the LCE.
3. A casual discussion of the LCE with the constituents.
4. The Information Office shall serve as the secretariat for this program.

2.2. Continuing Information and Education Campaign (IEC)

The continuing Information Education Campaign has a positive effect both for the public servants in the City Government of San Carlos, and to all the clients in which they will be refreshed of their skills and additional knowledge will be provided through seminars, symposia and “pulong pulong.” This includes formal and informal training.

The effectiveness of the IEC strategy is mainly influenced by frequent and consistent IEC messages from multiple media channels (mass and interpersonal channels), including the radio, posters, billboards, leaflets, flyers, publication and social media as a means of promoting desired, positive behaviors in the community. IEC scheme should have a clear objective, target a specific audience and address a specific problem.

IEC plays a crucial role in improving clients understanding on the existing different systems and procedures from the respective government offices. The IEC will be carried out in the following forms:

1. Public forum or general assembly and focus group discussion for the captured clientele groups once a month.
 2. Tarpaulin and other signs, television ad through dateline City Hall.
- 2.3. **Formulation of Guidelines in the Institutionalization of CSOs, POs, NGOs**

For a Civic Society Organization (CSO) to be an affiliate of any government councils or groups and to be able to avail of any government assistance, An SP accreditation is required. To apply for an SP accreditation, the Cooperatives & Livelihood Development Office (CLDO) will provide a list of documents to be accomplished and will also assist in the processing of the submitted document after which a Certificate of Accreditation will be issued.

5 Implementation Timeline

The Integrity Framework is outlined in an implementation timeline with the four (4) identified mechanisms, the strategy and specific activities with the corresponding means to operationalize the same, the target dates as well as the persons / offices responsible for addressing the gaps identified. The framework likewise provides the estimated cost of the project / activity and the corresponding sources of fund.

Integrity Framework

Integrity Mechanism	Strategy	Specific Activities	Succes Indicator (Expected Output)
A. Investment Promotion	1. Establishment & Institutionalization of the San Carlos City Investmen Promotio Center	a. Amendment of the Investment Code	Amended Investment Code
		b. Creation of the San Carlos City Invest-ment Promotion Center through an Ordinance	SanCarlosCityInvest-mentPromotionCenter-Created& Funded
		c. Setting up of the physical Office and center	Operational Center and Positions filled
	2. Strengthening of the MSMED	a. Formulation of plans for the Council	Planned and imple-mented MSMEDC targets and activities
		b. Organization of the Terminal Vendors' Association and Reorganization of the Market Vendors' Association	Functional Market and Terminal Vendors' Associations
		c. Formulation of policy to enhance active par-ticipation of members	Full cooperation and active participation of members

Baseline Data (Current Situation)	Timeframe (target date)		Office/ Person Re- sponsible	Project Cost	Source of Fund
	START	END			
The existing Investment Code is due for amendment. (Ordinance was passed in 1998 and was amended in 2006 and needs to be updated. For endorsement to SP.	3rd Q 2015	end of 2015	Investment Board, LEIPO & SP		
There is no Investment Promotion Center. There is a designated LEIP Officer but no office and staff.	1st Q 2016	end of 1st Q 2016	LCE, SP, OHRM	Php 1,464,373.00	Local Budget
	1st se- mester 2016	end of 2nd Q 2016	LCE, Invest- ment Board, LEIPO, CED & SP	Php 500,000.00	Local Budget
The Council is constructing the plans for implementation in 2016	2nd Q 2015	4th Q 2015	CLDO & MSMED C	Php 50,000.00	Local Budget
Difficulty in organizing of terminal vendors association and re-organization the public market vendors association	4th Q 2015	2nd Q 2016	CLDO, PMSD & MSMEDC	Php 50,000.00	Local Budget
The Members' participation improved for they realized and appreciated its importance	2nd Q 2015	3rd Q 2015	CLDO & MSMED C	Php 10,000.00	Local Budget

Integrity Mechanism	Strategy	Specific Activities	Success Indicator (Expected Output)
		d. Updating of the MSMEDC database	Updated database
		e. Programmed IEC Implementation	IEC Program implemented
	3. Enhancement of BPLS	a. Upgrading of the Automated BPLS	Automated Unified BPLS
		b. Establishment of BOSS	Established and operational BOSS for the whole year
		a. Adopting national policy on FDP through an Executive Order	Executive Order issued adopting National Policy on FDP
	1. Strengthening of Full Disclosure Policy	a. Formulation of procedure & guidelines on filing of complaint	Guidelines & procedures on filing & resolving of complaint formulated
B. Transparency	2. Formulation & Institutionalization of Feedback Mechanism	b. Activating the Commendation/ Complaints Desk at the City Hall and providing hotline and email details	Activated commendation/complaints desk at City Hall and provided hotline and email details. Receiving commendation/complaints and acted upon.

Baseline Data (Current Situation)	Timeframe (target date)		Office/ Person Re- sponsible	Project Cost	Source of Fund
	START	END			
The council has a data bank that needs updating.	2nd Q 2015	1st Q 2016	CLDO & MSMED C	Php 50,000.00	Local Budget
IEC program of the council is on the process of finalization	2nd Q 2015		CLDO & MSMED C	Php 100,000.00	
Local Networking only. Not yet on-line with the internet.	2016		BPLO	Php 250,000.00	Local Budget
operational BOSS for the whole year The BOSS is only during January - February	1st Q 2016		LCE, BPLO, SP, CED	Php 1,000,000.00	Local Bud- get; Foreign Aide
The city has no existing issuance localizing the National Policy on FDP.	end of 4th Q 2015	end of 4th Q 2015	Information Office, LCE, OCA	Php 15,000.00	Local Budget
There is no clear cut procedure on the filing of complaint and how it is addressed and disposed of.	4th Q 2015	end of 4th Q 2015	Information Office, LCE, OHRM, CLO	Php 50,000.00	Local Budget
There is an existing drop boxes for comments/ suggestions provided in every frontline office or the Complaints Desk (labeled as "Information") located in the first floor lobby of the City Hall building. However, the same is not fully utilized due to the absence of procedure or process flow on how to	end of 3rd Q 2015	4th Q 2015	Tourism, Information Office, OHRM & LCE	Php 50,000.00	Local Budget

Integrity Mechanism	Strategy	Specific Activities	Success Indicator (Expected Output)
3. Institutionalization of Internal Audit Unit	3. Institutionalization of Internal Audit Unit	a. Filling up of Internal Audit Unit	Internal Audit Unit filled up
		b. Training of personnel of the IAU	IAU personnel trained
		c. Adopting the Internal Audit Manual (IAM)	Internal Audit Manual available and adopted
4. No. GIFT policy.	4. No. GIFT policy.	a. Passage of an Executive Order on NO GIFT Policy.	Executive Order on NO GIFT policy issued
		b. Posting of signage & posters in all government offices	NO GIFT policy signage installed in all gov't. offices

Baseline Data (Current Situation)	Timeframe (target date)		Office/ Person Re- sponsible	Project Cost	Source of Fund
	START	END			
cater direct or indirect commendations or complaints from the clients.					
The Internal Audit Unit is already created but the positions are not filled in yet.	end of 4th Q 2015		LCE & OHRM		Local Budget
There are already training programs calendarized by the Commission on Audit and other associations for internal audit systems, approaches and procedures.	1st Q 2016	end of 2nd Q 2016	LCE & OHRM, IAU	Php 50,000.00	Local Budget
There is already IAM formulated by the DBM for LGUs and will be available on the last quarter of CY2015 for implementation/adoption	1st Q 2016		COA, IAU, DILG, DBM, CSC, OHRM, OCA & LCE	Php 50,000.00	Local Budget
No existing issuance by the LCE on No Gift Policy	3rd Q 2015	4th Q 2015	LCE, CLO	Php 15,000.00	Local Budget
signage installed in all govt. offices There is a need to install signage to inform the public that govt. employees do not accept gifts in any form	4th Q 2015	1st Q 2016			

Integrity Mechanism	Strategy	Specific Activities	Success Indicator (Expected Output)
	5. Strengthening the Monitoring of the Implementation of the Anti-Red Tape Act	a. Creation of a monitoring committee for the implementation of ARTA	Strengthened ARTA Implementation
C. Capability Building & Values Formation	1. Enhancement of Frontline Services	a. Evaluation of frontline service providers	Frontline service provider evaluated
		b. Orientation & Re-orientation on frontline service delivery	Improved Frontline Services
	2. Seminars, Trainings & Workshops	a. Values Formation Seminars	Positive Values instilled/ witnessed
		b. Team Building	Unified Workforce
		c. Skills Training	Improved skills & knowledge

Baseline Data (Current Situation)	Timeframe (target date)		Office/ Person Re- sponsible	Project Cost	Source of Fund
	START	END			
The process flow of frontline services are displayed outside the frontline offices, however, there is no constant monitoring on the implementation of the ARTA.	4th Q 2015	con- tinuing pro- gram	LCE & OHRM, frontline offices	Php 50,000.00	Local Budget
There is no evaluation conducted for frontline service providers	1st - 4th Q 2016	end of 4th Q 2016	LCE, OHRM & Dept. concerned	Php 15,000.00	Local Budget
The OHRM conducts seminar for Frontline Service providers to some frontliner employees once a year. All frontline service providers should undergo seminar on the improvement of frontline transactions.	1st - 4th Q 2016	end of 4th Q 2016	LCE, OHRM & Dept. concerned	Php 542,000.00	Local Budget
The OHRM conducted values formation to city govt. employees. The latest was last 2012. It should be conducted yearly.	1st - 4th Q 2016	end of 4th Q 2016	OHRM, all departments	Php 143,100.00	Local Budget
Not all offices have undergone Team Building Seminar	1st - 4th Q 2016	end of 4th Q 2016	OHRM & Dep Head Concerned	Php 542,000.00	Local Budget
Only some employees were sent to CSC conducted trainings to enhance their knowledge & skills in	1st - 4th Q 2016	end of 4th Q 2016	OHRM & Dep Head Concerned	Php 542,000.00	Local Budget

Integrity Mechanism	Strategy	Specific Activities	Success Indicator (Expected Output)
	3. Incorporation of Integrity Programs during the Civil Service Month	a. Launching of the Project I4J	Awareness of Project I4J
		b. Distribution of leaflets/flyers re laws promoting integrity in the workplace	Distributed leaflets/flyers on laws promoting integrity in the workplace and in the barangays
D. Collaboration and Participation (Participatory Governance)	1. Interaction of the LCE with the constituents (Chika-Chika sa Mayor)	a. Information dissemination through the conduct of an informal dialogue with the chief executive	Information disseminated
	2.Continuing IEC	a. Advocacy, symposia, pulong pulong; Posters, billboards, leaflets, flyers, publications; Social Media	Well-informed, empowered and engaged constituents government employees
	3.Formulation of Guidelines & Institutionalization of CSOs	a. Collation of National policies w/c require participation of CSOs	Collated national policies which require participation of CSOs
		b. Drafting of policies	Local Policies on CSO Participation Drafted in accordance with national policies

Baseline Data (Current Situation)	Timeframe (target date)		Office/ Person Re- sponsible	Project Cost	Source of Fund
	START	END			
relation to their duties & functions					
The constituents of San Carlos City are not aware of what is Project I4J.	September 2015		OHRM & Project I4J TWG	100,000.00	Project I4J
	Sep- tember 2015	conn- tinuing pro- gram			
Some of the constituents especially the far flung barangays have not been fully informed of what is happening at present in the community/or in the Local Government Unit	Sep- tember 2015	conn- tinuing pro- gram	LCE, Informa- tion Office	50,000.00	Local Budget
Some of the constituents especially the far flung barangays have not been fully informed of what is happening at present in the community/or in the Local Government Unit	4th Q 2015	conn- tinuing pro- gram	LCE, Informa- tion Office	350,000.00	Local Budget
The existing national policies need to be revisited and collated	3rd Q 2015	end of 3rd Q 2015	LCE,CPDCO & CLDO	25,000.00	Local Budget
No local policies on CSO participation	4th Q 2015	end of 4th Q 2015	LCE,CPDCO & CLDO	20,000.00	Local Budget

Integrity Mechanism	Strategy	Specific Activities	Success Indicator (Expected Output)
		c. Adopting of policies formulated	Policies adopted and Implemented

Baseline Data (Current Situation)	Timeframe (target date)		Office/ Person Re- sponsible	Project Cost	Source of Fund
	<i>START</i>	<i>END</i>			
National policies not thoroughly known, understood and followed.	1st Q 2016	conn- tinuing pro- gram	LCE & CPDCO		

6 Monitoring and Evaluation

The Integrity Framework is outlined in an implementation timeline with the four (4) identified mechanisms, the strategy and specific activities with the corresponding means to operationalize the same, the target dates as well as the persons / offices responsible for addressing the gaps identified. The framework likewise provides the estimated cost of the project / activity and the corresponding sources of fund.

The San Carlos City Investment Promotion Center is created to promote a conducive city for investors that will make business in our city and eventually will generate employment to benefit our citizens. Moreover, economic growth and progress will then be achieved.

The implementation of the Integrity Mechanisms will be properly monitored to have a better look and understanding on how this program benefited the stakeholders. The Integrity Circle shall be responsible to keep track regularly the result of the implementation of all the identified Integrity mechanisms and make evaluation for appropriate recommendation to the Local Chief Executive for proper modification if it warrants.

Such report will be done regularly on a quarterly basis or as needed by the Local Chief Executive.

The Monitoring & Evaluation will cover all concerned parties basing on parameters that will end up service satisfaction that ultimately will improved the affiliation between businessmen & ordinary citizen to the government. The monitoring and evaluation of the identified Integrity mechanisms will be done consistently to sustain the benefit out of it.

Finally, with this program, we can ensure better and responsive governance to the need and welfare of the people.

The monitoring & evaluation of the identified integrity mechanisms will be observed under the data sheet tabulation presented hereunder:

Monitoring and Evaluation

Integrity Mechanism	Strategy	Specific Activities	Succes Indicator (Expected Output)
A. Investment Promotion	1.Establishment&Institutionalization oftheSanCarlosCityInvestmentPromotion Center	a.AmendmentofthelInvestmentCode	Amended Investment Code
		b. Creation of the San Carlos City Investment Promotion Center through an Ordinance	SanCarlosCityInvestmentPromotionCenter-Created& Funded
		c. Setting up of the physical Office and center	Operational Center and Positions filled
	2. Strengthening of the MSMED	a. Formulation of plans for the Council	Planned and implemented MSMEDC targets and activities
		b. Organization of the Terminal Vendors' Association and Reorganization of the Market Vendors' Association	Functional Market and Terminal Vendors' Associations
		c. Formulate policy to enhance active participation of members	Full cooperation and active participation of members

Baseline Data (Current Situation)	Performance Status				Office/ Person Re- sponsible	Remarks
	TARGET		ACTUAL			
	START	END	START	END		
The existing Investment Code is due for amendment. (Ordinance was passed in 1998 and was amended in 2006 and needs to be updated. For endorsement to SP.	3rd Q 2015	end of 2015	3rd Q 2015 (July)		Investment Board, LEIPO & SP	
There is no Investment Promotion Center. There is a designated LEIP Officer only.	1st Q 2016	end of 1st Q 2016			LCE, SP, OHRM	
	1st semester 2016	end of 2nd Q 2016			LCE, Invest- ment Board, LEIPO, CED & SP	
The Council is constructing the plans for implementation in 2016	2nd Q 2015	4th Q 2015	2nd Q 2015		CLDO & MSMED C	
Difficulty in organizing of Terminal Vendors' Association and re-organization the public Market Vendors' Association	4th Q 2015	2nd Q 2016	2nd Q 2015		CLDO, PMSD & MSMEDC	
The members' participation improved for they realized and appreciated its importance.	2nd Q 2015	3rd Q 2015	2nd Q 2015		CLDO & MSMED C	

Integrity Mechanism	Strategy	Specific Activities	Success Indicator (Expected Output)
		d. Update the MSMEDC. Data Base.	Updated database
		e. Programmed IEC Implementation	IEC Program implemented
	3. Enhancement of BPLS	a. Upgrading of the Automated BPLS	Automated Unified BPLS
		b. Establishment of BOSS	Established and operational BOSS for the whole year
B. Transparency	1. Strengthening of Full Disclosure Policy	a. Adopting national policy on FDP through an Executive Order	Executive Order issued adopting National Policy on FDP
	2. Formulation & Institutionalization of Feedback Mechanism	a. Formulation of procedure & guidelines on filing of complaint	Guidelines & procedures on filing & resolving of complaint formulated
		b. Activating the Commendation/ Complaints Desk at the City Hall and providing hotline and email details	Activated commendation/complaints desk at City Hall and provided hotline and email details

Baseline Data (Current Situation)	Performance Status				Office/ Person Re- sponsible	Remarks
	TARGET		ACTUAL			
	START	END	START	END		
The council has a data bank that needs updating.	2nd Q 2015	1st Q 2016	2nd Q 2015		MSMED C, CLDO	
IEC program of the council is on the process of finalization	2nd Q 2015		2nd Q 2015		MSMED C, CLDO	ongoing program
Local Networking only. Not yet on-line with the internet.	2016				BPLO, ITC SO	In coordi- nation with DTI for the program installation
The BOSS is only during January - February	1st Q 2016				LCE, BPLO, SP, CED	
The city has no existing issuance localizing the National Policy on FDP.	end of 4th Q 2015				Information Office, LCE, OCA	
There is no clear cut procedure on the filing of complaint and how it is addressed and disposed of.	4th Q 2015	end of 4th Q 2015			Information. Office, LCE, OHRM, CLO.	
There is an existing drop boxes for comments/ suggestions provided in every frontline office or the Complaints Desk (labeled as "Information") located in the first floor lobby of the City Hall building. However, the same is not fully utilized due to the absence of	end of 3rd Q 2015	4th Q 2015			Tourism, Information. Office, OHRM & LCE	

Integrity Mechanism	Strategy	Specific Activities	Success Indicator (Expected Output)
3. Institutionalization of the Internal Audit Unit		a. Filling up of Internal Audit Unit	Internal Audit Unit filled up
		b. Training of personnel of the IAU.	IAU personnel trained
		c. Adopting the Internal Audit Manual	Internal Audit Manual available and adopted
4. No. GIFT policy.		a. Passage of an Executive Order on NO GIFT Policy.	Executive Order on NO GIFT policy issued
		b. Posting of signage & posters in all government offices	NO GIFT policy signage installed in all govt. offices

Baseline Data (Current Situation)	Performance Status				Office/ Person Re- sponsible	Remarks
	TARGET		ACTUAL			
	START	END	START	END		
procedure or process flow on how to cater direct or indirect commendations or complaints from the clients.						
There is no evaluation conducted for frontline service providers	1st - 4th Q 2016	end of 4th Q 2016			LCE, OHRM & Dept. concerned	ongoing program
The OHRM conducts seminar for Frontline Service providers to some frontliner employees once a year. All frontline service providers should undergo seminar on the improvement of frontline transactions.	1st - 4th Q 2016	end of 4th Q 2016			LCE, OHRM & Dept. concerned	ongoing program
The OHRM conducted values formation to city govt. employees. The latest was last 2012. It should be conducted yearly.	1st - 4th Q 2016	end of 4th Q 2016			OHRM, all departments	
Not all offices have undergone Team Building Seminar	1st - 4th Q 2016	end of 4th Q 2016			OHRM & Dep Head Concerned	ongoing program
Only some employees were sent to CSC conducted trainings to enhance their knowledge & skills in relation to their duties & functions	1st - 4th Q 2016	end of 4th Q 2016			OHRM & Dep Head Concerned	ongoing program

Integrity Mechanism	Strategy	Specific Activities	Success Indicator (Expected Output)
	3. Incorporation of Integrity Programs during the Civil Service Month	a. Launching of the Project I4J	Awareness of Project I4J
		b. Distribution of leaflets/flyers re laws promoting integrity in the workplace	Distributed leaflets/flyers on laws promoting integrity in the workplace and in the barangays
D. Collaboration and Participation (Participatory Governance)	1. Interaction of the LCE with the constituents (Chika-Chika sa Mayor)	a. Information dissemination through the conduct of an informal dialogue with the chief executive	Information disseminated
	2.Continuing IEC	a. Advocacy, symposia, pulong pulong; Posters, billboards, leaflets, flyers, publications; Social Media	Well-informed, empowered and engaged constituents government employees
	3.Formulation of Guidelines & Institutionalization of CSOs	a. Collation of National policies w/c require participation of CSOs	Collated national policies which require participation of CSOs
		b. Drafting of policies c. Adopting of policies formulated	Local Policies on CSO Participation Drafted in accordance with national policies
			Policies adopted and Implemented

Baseline Data (Current Situation)	Performance Status				Office/ Person Re- sponsible	Remarks
	TARGET		ACTUAL			
	START	END	START	END		
The constituents of San Carlos City are not aware of what is Project I4J.	September 2015				OHRM & Project I4J TWG	ongoing program
	Sep- tember 2015	con- tinuing pro- gram				
Some of the constituents especially the far flung barangays have not been fully informed of what is happening at present in the community/or in the Local Government Unit	Sep- tember 2015	con- tinuing pro- gram			LCE, Information Office	
Most of the constituents lack information on policies and programs of the Local Government and do not actively participate in the development of the City.	4th Q 2015	con- tinuing pro- gram			LCE, Information Office	ongoing program
The existing national policies need to be revisited and collated	3rd.Q. 2015	end of 3rd.Q. 2015			LCE,CP.DCO. & CLDO.	
No local policies on CSO participation	4th Q 2015	ed of 4th.Q. 2016			LCE,CP.DCO. & CLDO.	
National policies not thoroughly known, understood and followed.	1st Q 2016	con- tinuing pro- gram			LCE & CPDCO	

Acknowledgement

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