CALL 2015

For Transparent & Accountable Governance in Attaining The MDGs by 2015

Experience - Based Manual

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Citizens Actions and Local Leadership for Transparent and Accountable Governance in Attaining the Millennium Development Goals by 2015 (CALL 2015) Manual

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CALL 2015 MANUAL

Citizens **A**ctions and **L**ocal **L**eadership

For Transparent and Accountable Governance in Attaining
The Millennium Development Goals by 2015

2008

UN-HABITAT
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Foreword

The localization of the Millennium Development Goals (MDGs) has been advocated by UN-HABITAT since 2004 through its network of 29 partner cities, municipalities and provinces. Local governments units (LGUs), in coordination with the national government through the Department of Interior and Local Government (DILG) and the National Economic and Development Authority (NEDA), have led the localization efforts through the establishment of MDG-focused plans with baselines and targets, legislation and implementation of MDG programs and projects as well as continuing awareness-raising and monitoring.

While LGUs have established monitoring schemes for the achievement of the MDGs as shown in the incorporation of the MDGs in various "State of the City" reports by city mayors, the same monitoring process may also be interpreted as inherently self-promotive. CALL 2015 brings into the governance system the participation of citizens, community-based organizations (CBOs) and civil society organizations (CSOs) through Integrity Circles (ICs). Independent monitoring and reporting by CSOs and ICs present a different perspective on the performance of government and other duty-bearers on the achievement of the MDGs. Participatory monitoring also promotes community ownership of the goals and encourages community participation in local governance processes in the areas of planning, programming, implementation and monitoring--practically in all the processes of local governance.

We are proud of our partners in the communities who participated in the CALL 2015 Project because they concretely modeled citizens actions and local leadership during and, more importantly, even beyond the project's duration.

We thank the United Nations Development Programme (UNDP) and the Democratic Governance Thematic Trust Fund (DGTTF) for the opportunity of implementing the project as DGTTF Implementing Partner for the third time. The citation of the Philippines as having implemented innovative and catalytic projects in the 2008 DGTTF Guidelines and Brochure affirms the substantial strides that UN-HABITAT and its partners have achieved in sustaining and charting fresh approaches in localizing the MDGs not only at the city levels but, more importantly, down to the community level where the community members chart the improvement of their own lives.

Eden P. Garde
Habitat Programme Manager
UN-HABITAT Philippines

Preface

The CALL 2015 Project aimed to promote transparent and accountable governance in meeting the MDGs on time and with integrity by 2015 through the engagement of citizens, especially women, in instituting anti-corruption initiatives. The project was expected to: (1) organize and capacitate MDG integrity circles composed of local citizens groups especially local women leaders; (2) establish citizens-government face-to-face dialogue and voice mechanisms; and (3) demonstrate and replicate sound MDG practices that promotes anti-corruption practices. This manual documents the process of how these goals were achieved so the same can be shared and hopefully replicated in other communities with their own unique contexts.

This manual synthesizes the knowledge gained from the experience of implementing CALL 2015 in five (5) cities in the Philippines. It derives its strength from the actual experience of UN-HABITAT's local partners who put into practice the concepts, technologies and tools in their respective communities. Although the project is very local in context and application, lessons can be distilled from the experiences and given adaptive applications in similar or related contexts.

Previous works and publications on civil society organizations, community-based organizations and non-government organizations published by UN-HABITAT and UNDP inform this manual. In particular, many concepts, tools and technologies have been drawn from three UN-HABITAT publications, namely: 1) "Tools to Support Transparency in Local Governance," 2) "Tools to Support Participatory Urban Decision-Making" and 3) "Building CBO/NGO Capacity" as well as the UNDP publication "CSO Engagement Guidebook". These publications are provided as annexed reference materials in the accompanying CD-ROM.

This manual follows the logical process flow of the CALL 2015 framework. Although actual implementation conformed to the local realities on the ground, a general flow could be synthesized from the experiences of the five cities where the project was implemented. This manual is grounded on this distillation and synthesis. Actual examples from the cities are generously provided to illustrate particular processes and guide replication. A CD version of this manual is also produced which includes the pdf versions of the abovementioned global toolkits as well as copies of presentations and reports which can be used as reference and examples.

The courage and innovative spirits of the Integrity Circle members inspired and guided the development of this manual. The Integrity Circles were led or supported by the following CSO partners: Xavier University through KKP-SIP in Cagayan de Oro City, Social Watch Visayas and Silliman University in Dumaguete City, Intercessors for the Phippines in Pasay City, the Barangay Health Workers Association in the Science City of Munoz and St. Paul University Philippines in Tuguegarao City. Their stature and leadership in the community and sustained development programs were instrumental in bringing together Integrity Circle members who took on the challenge of the CALL 2015 project. These CSO partners are co-authors of this manual as their reports comprise its major content. Co-authors too are the communities who participated in and lived the spirit and challenge of CALL 2015. May they sustain their efforts in their communities as they face more challenges befitting leaders.

Acknowledgments

In the collaborative spirit of CALL 2015, this manual was made possible through the many individuals and groups who contributed and shared their expertise and resources to make the project possible and successful. We hereby acknowledge them:

To our CSO partners in the cities. In Tuguegarao City, Saint Paul University Philippines led by Dr. Josephine Campañano and Barangay Tagga officials. Barangay Health Workers Association led by its president Esperanza Ramos in the Science City of Munoz, Intercessors for the Philippines led by Nona Londonio in Pasay City, Social Watch Visayas and Silliman University in Dumaguete City led by Professor Carlos Magtolis and Xavier University Kristohanong Katilingban sa Pagpakabana-Social Involvement Program led by Ermin Stan Pimentel and Barangay Tablon in Cagayan de Oro City. We also thank the Concerned Citizens of Abra for Good Governance (CCAGG) and Social Watch Visayas for sharing their knowledge and experience gained over 20 years in advocating for transparent and accountable governance.

To the cities led by the city mayors and officials. In Tuguegarao City, Mayor Delfin Ting and CPDO Mariafe Villania. In the Science City of Munoz, Mayor Nestor Alvarez and CPDO Eric Tubalinal and Hazel Chua. In Dumaguete City, Mayor Agustin Perdices and Public Sector Officer Ederlinda B. Arbas. In Cagayan de Oro City, Mayor Constantino Jaraula and CLENRO Jocelyn Salcedo and Public Services Officer Nila Padla. In Pasay City, Mayor Wenceslao "Peewee" Trinidad and City Cooperative Development Officer Rolando Londonio and PESO Officer Rowena Tabuso.

To the Integrity Circle members who took on the challenge of community leadership and contributed personal time, skills and resources to ensure transparent and accountable governance in their cities. They are the CALL 2015 heroes. Their names are listed in the annexed directory of Integrity Circle members. The Integrity Circles would like to thank their partners in the participating cities:

In Pasay City, the 2,098 out-of-school youth or Peer Educators who became the program's major implementing partner which eliminated the usual tag, "program beneficiaries"; the leadership of the Local Chief Executive Mayor Peewee Trinidad and the various administrative departments which was influential in the overall success of the project and which continue to adhere to the MDG Localization Programme and its resolve to meet the MDGs on time by 2015 through the engagement of its citizenry; to the following NGOs, CSO, LGU, FBO, YO have positively contributed to the overall achievement of CALL 2015, namely: MMPCC, CPDO, CDO, DePEd, PCSO, CHO, PESO, Office of the Vice-Mayor, TESDA, TESDC; to the Faith-based and youth organizations (PYA, PPC, SDEC, AGAPE, BoH, CLSF, IFI, JILGM, BCMP, JFCM, AO, NCCP, and GHI) who have proven themselves to be efficient and effective development partners; and to the Integrity Circles among the peer educators, child and youth friendly movement teachers and leaders, and the people living with HIV-AIDS who gave an objective and truthful assessment of the program under review. The best recognition to give them is to address the issues they raised and continue on with the program.

In Cagayan de Oro City, the officials and leaders of Barangay Tablon; the student volunteers of XU KKP-SIP and the active support of Mayor Constantino Jaraula.

In Tuguegarao City, the Project Team acknowledges the generous support of Mayor Delfin Ting, City Planning Officer Maria Fe Villania; the dedication and commitment of the members of the Integrity Circle, the dynamism, leadership and cooperation of the Tagga Barangay Council, the special administrative support of Sister Remy Angela Junio, SPUP University President, and to the DILG for conducting an orientation on best practices on good governance and leadership.

In the Science City of Munoz, the BHWA thanks the Director for Extension of CLSU, Dr. Coloma, for leading the research team of BHWs in the baselining survey on health.

In Dumaguete City, the city departments for being open to the perception survey conducted.

To Dr. Emmanuel Buendia and Jennifer Navarro of the UNDP Fostering Democratic Governance for guidance and assistance in preparing the project proposal, linking with CSOs and academic institutions and monitoring the project implementation by UN-HABITAT.

To the UN-HABITAT Team led by Jaime Antonio, Jr. for coordinating project development and implementation; Cris Rollo for painstakingly monitoring and documenting project implementation and for coordinating and editing this publication. Angelina Neo for providing competent administrative support; Eden Garde for providing necessary agency leadership; and Christopher Radford for providing technical assistance and regional support.

Acronyms

BBIC	Barangay-Based Integrity Circle
BCMP	Brotherhood of Christian Ministries of Pasay
BDC	Barangay Day Care Center
BHW	Barangay Health Worker
BNS	Barangay Nutrition Scholar
CALL 2015	Citizens Actions and Local Leadership to Achieve the MDGs by 2015
CBIC	City-Based Integrity Circle
CBMS	Community- Based Monitoring System
CBO	City Budget Office
CBOs	Community-Based Organizations
CDC	City Development Council
CDO	Cooperative Development Office
CEP	City Environment Profile
CHO	City Health Office
CLENRO	City Local Environment and Natural Resource Office
CLSU	Central Luzon State University
CLUP	Comprehensive Land Use Plan
CPDO	City Planning Development Office
CPSO	City Public Services Office
CSO	Civil Society Organization
CSWDO	City Social Welfare and Development Office
DePEd / ALS	Department of Education / Alternative Learning Systems
DGTTF	Democratic Governance Thematic Trust Fund
DILG	Department of Interior and Local Government
DOH	Department of Health
DSWD	Department of Social Welfare and Development
FBO	Faith- Based Organization
FGD	Focus Group Discussion
GO-FAR	Good Practices in Local Governance – Facility for Adaptation and Replication
HIV/AIDS	Human Immuno Virus / Acquired Immune Deficiency Syndrome
HRVA	Hazard Risks Vulnerability Assessment
HOPES	H- HIV/AIDS Prevention H for HIV/AIDS prevention thru Life Skills Seminar. O- Outsourcing livelihood skills. P- Placement of jobs or gainful employment. E- Education thru Alternative Learning System (ALS) S- Sports, culture and arts development
IEC	Information Education Communication
IC	Integrity Circle
IFP	Intercessors for the Philippines
IMAP	Integrated Midwives Association of the Philippines
IO	Implementing Organization
KDC	Knowledge for Development Center
KKP – SIP	Kristohanong Katilingban sa Pagpakabana – Social Involvement Program
LEPM	Local Environmental Planning and Management
LGU	Local Government Unit
MDGs	Millennium Development Goals
MMC	McKeough Marine Center
MPCC-MPC	Market Place Christian Church Multi Purpose Cooperative
NEDA	National Economic Development Authority
NGO	Non Government Organization.
OSY	Out of School Youth

PCIACH	Pasay City Inter Agency on Housing
PE	Peer Educator
PESO	Public Employment Service Office
PET	Peer Educators Training
PLHA	People Living with HIV-AIDS
PMAT	Project Management Action Team
PSWO	Pasay Social Welfare Office
PUVeP	Peri-Urban Vegetable Project
PYA	Pasay Youth Association
RHU	Rural Health Unit
SDEC	Special Drug Education Center
SLSPYB	Strengthening Life Skills for Positive Youth Behavior
SLST	Senior Life Skills Trainer
SK	Sanggunian Kabataan
SPSS	Statistical Package for Social Science
SPUP	Saint Paul University Philippines
STD	Sexually Transmitted Disease
SWM	Solid Waste Management
TESDA	Technical Education and Skills Development Agency
TESDC	Technical Education and Skills Development Committee
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UN-HABITAT	United Nations Human Settlements Programme
XU	Xavier University
XU-CSG	Xavier University – Central Student Government

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I. Introduction

A. Context: The MDGs and the call for transparent governance

UN-Habitat's Global Campaign on Urban Governance, which is operationalized in the Philippines through the Localization of the MDGs Programme, argues that there has never been a more important time than now to focus on the quality of governance at the local level. The emergence of a strong civil society and the trend towards decentralization are opportunities to expand responsibilities for development outcomes. The engagement of civil society in pushing for good governance requires transparency especially in increasing citizen participation, enhancing civil society engagement in the public arena, fostering closer accountability, as well as in combating corruption.

While LGUs have established monitoring schemes for the achievement of the MDGs as shown in the incorporation of the MDGs in various "State of the City" reports by city mayors, the same reporting process may also be interpreted as inherently self-promotive. CALL 2015 brings into the governance system the participation of citizens, community-based organizations and civil society groups. Independent monitoring and reporting by CBOs and CSO's present a different perspective on the performance of government and other duty-bearers on the achievement of the MDGs. It also promotes community ownership of the goals and encourages community participation in local governance processes in the areas of planning, programming, implementation and monitoring--practically in all the processes of local governance.

The emerging partnership between local government, private sector and civil society in sustainable development requires new mechanisms for creating operational linkages among various stakeholders. The increasing complexity of local governance not only makes it vulnerable to corruption and other aberrant types of organizational behavior but also renders it susceptible to alienation from its citizenry.

The Millennium Development Goals or MDGs

At the Millennium Summit in September 2000, all member states of the United Nations reaffirmed their commitment to sustaining development and eliminating poverty by adopting the Millennium Declaration. The MDGs were identified as the roadmap for meeting the commitments of the Millennium Declaration and have been internationally accepted as a common global development framework.

The eight MDGs have 18 specific development targets and 55 indicators to guide the realization of these goals. Each goal has a time frame and a target figure. The MDGs provide a clear and precise, jointly agreed-upon framework that can be applied in all countries toward poverty eradication and development, and as a basis for describing, assessing and reporting on these issues.

The eight goals are a call to action, to mobilize development efforts involving national governments, local governments and development partners to direct their activities toward achieving the MDGs by the year 2015. Each country has committed to setting such targets and to publishing annual reports assessing progress in relation to each goal. The goals are interlinked and provide a platform for joining together and following up on all the commitments made at the various UN global summits held in the 1990s. They recognize the interdependence of growth, poverty reduction and sustainable development.

The MDGs and targets are as follows:

MDGs	Targets
Goal 1. Eradicate Extreme Poverty and Hunger	**Target 1.** Halve, between 1990s and 2015, the proportion of people whose income is less than one dollar a day **Target 2.** Halve, between 1990 and 2015, the proportion of people who suffer from hunger
Goal 2. Achieve Universal Primary Education	**Target 3.** Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
Goal 3. Promote Gender Equality and Empower Women	**Target 4.** Eliminate gender disparity in primary and secondary education preferably by 2005 and to all levels of education no later than 2015
Goal 4. Reduce Child Mortality	**Target 5.** Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate
Goal 5. Improve Maternal Health	**Target 6.** Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio
Goal 6. Combat HIV/ Aids, Malaria and Other Diseases	**Target 7.** Have halted by 2015 and begun to reverse the spread of HIV/AIDS **Target 8.** Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases
Goal 7. Ensure Environmental Sustainability	**Target 9.** Integrate the principles of sustainable development into country policies & programs to reverse the loss of environmental resources **Target 10.** Halve by 2015 the proportion of people without sustainable access to safe drinking water. **Target 11.** By 2020, have achieved significant improvement in the lives of at least 100 million slum dwellers.
Goal 8. Develop A Global Partnership For Development	**Target 12.** Develop further an open, rule- based, predictable, nondiscriminatory trading and financial system (includes a commitment to good governance, development and poverty reduction – nationally and internationally. **Target 13.** Address the special needs of the least developed countries (includes tariff and quota-free-access for exports, enhanced program of debt relief for and cancellation of official bilateral debt, more generous official development assistance for countries committed to poverty reduction). **Target 14.** Address the special needs of land-locked countries and small island developing states. **Target 15.** Deal comprehensively with the debt problems of developing countries thru national & international measures in order to make debt sustainable in the long term **Target 16.** In cooperation with developing countries, develop and implement strategies for decent and productive work for youth **Target 17.** In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries. **Target 18.** In cooperation with the private sector, make available the benefits of new technologies, especially information and communication.

B. Rationale

Localizing the MDGs refers to the process of promoting ownership of the MDGs and MDG-based strategies at the local level. It is a process through which MDG targets for strategies are determined, implemented and monitored at the local level, within the context of national targets and development plans. The unequal geographical distribution of resources suggests that if the targets are not locally adapted, regional and community inequalities could persist even after national targets, which measure averaged outcomes, are eventually achieved. Pursuing a strategy of localization also improves policy relevance, legitimacy, and ownership of development goals.

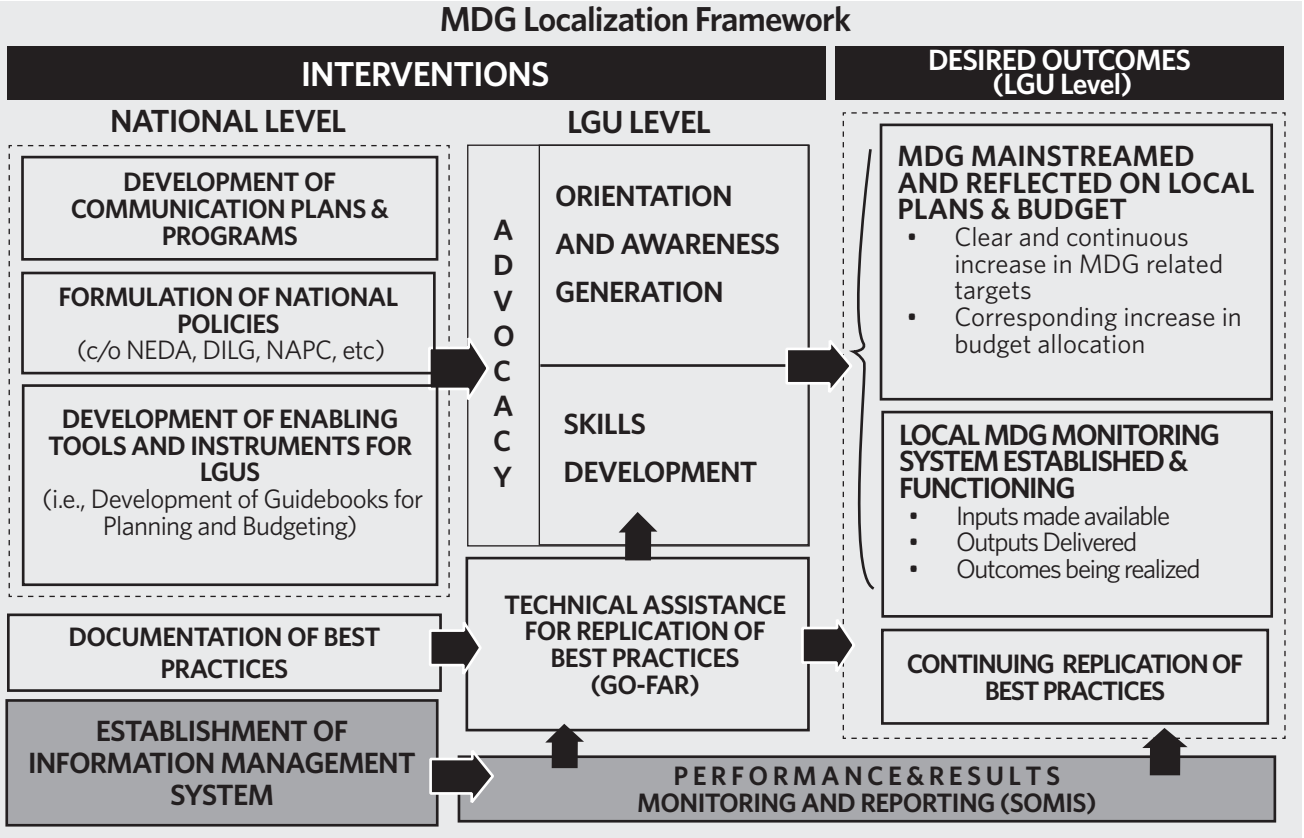
Communities and local citizens need to able to understand the MDG agenda and how they can use it in order to:

1. Plan for their own development and strengthen individual and community capacity and related skills,
2. Monitor progress and hold local service providers and authorities accountable,
3. Complement the efforts of government officials and engender a spirit of trust and a culture of cooperation,
4. Reduce inequalities that national averages and aggregates tend to mask or are unable to recognize,
5. Raise resources for implementing local and external development plans.

Civil society organizations are key partners in the achievement of localizing the MDGs. The constituent base of CSOs makes them ideally positioned to facilitate broad-based, meaningful participation by local community members in MDG-based development policy and planning. As their organizational definition implies, local community members are key constituents: community-based organizations (CBOs), social mobilization networks, agricultural cooperative movements and others. For efforts to achieve the MDGs at the local level, all of these types of CSOs and other relevant local actors must be included in the dialogue surrounding MDG planning, advocacy and implementation.

With the assistance of CSOs/CBOs, the localization process can lead to an enhanced acceptance of and commitment to the MDGs on the part of local communities. Development also will become increasingly meaningful for citizens, as they come to have ownership over the targets they set for themselves and understand the implications for their own lives.

The following localization framework, developed and implemented by the Philippine government, various stakeholders and the UN, illustrates the mechanism of translating the MDGs into local targets and action commitments by cities and municipalities as reflected in their local planning and budgeting processes.



The framework highlights the significance of establishing a local MDG monitoring. Much of the previous efforts have been in encouraging local governments to establish the monitoring system to complete the cycle of MDG localization. However, CALL 2015 emphasizes the role of civil society organizations to participate in the monitoring of performance and results and, most especially in participatory governance, to ensure the achievement of the MDGs especially at the local level.

II. CALL 2015 Framework

CALL 2015 posits that improving transparency can contribute to inclusion in cities by promoting public participation in development decision-making, enhancing accountability of various actors and stakeholders, and improving the quality of urban governance in general.

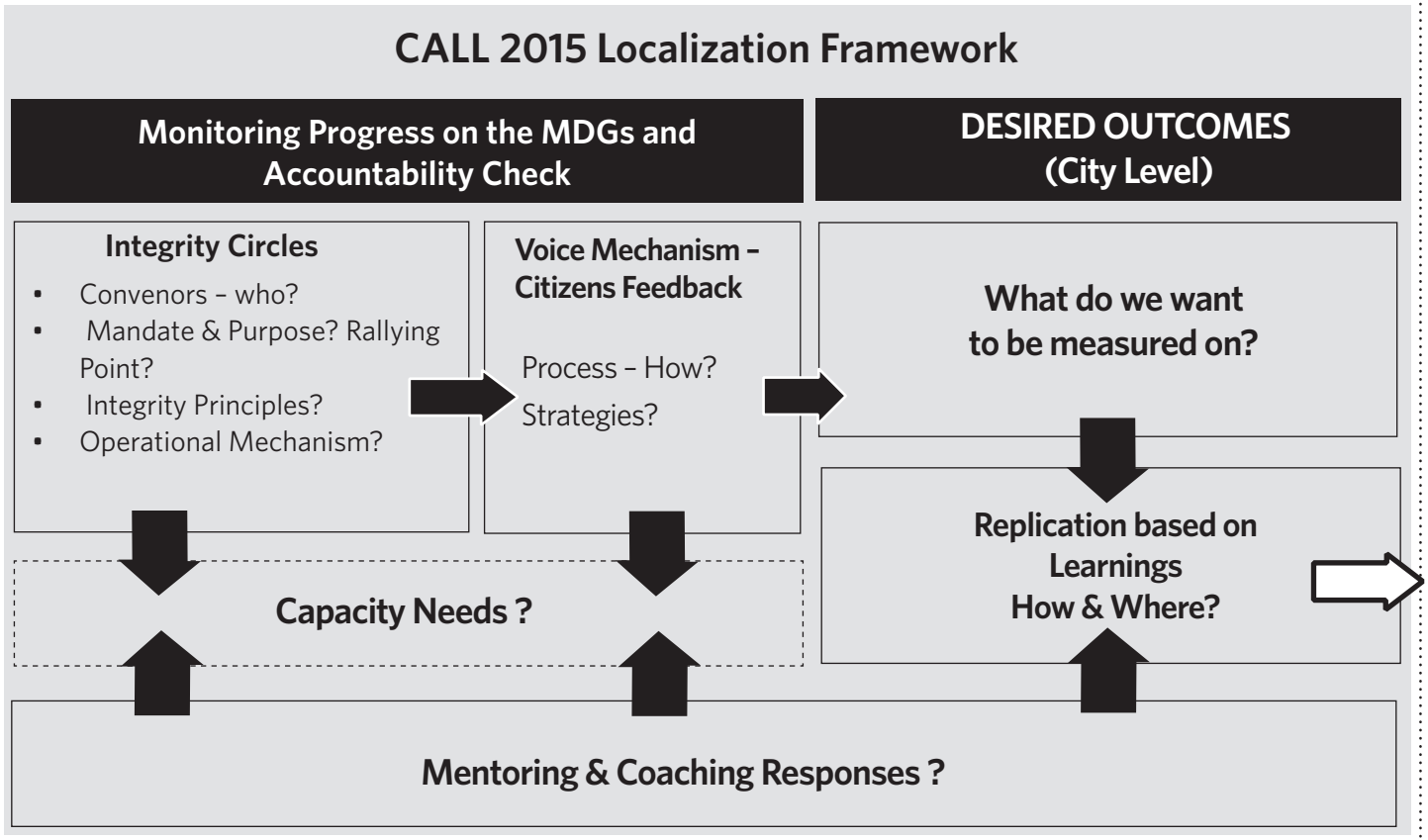
"Governance" has been defined by United Nations Development Programme (UNDP) as:

> *"The exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences."*

This definition indicates that the concept of governance is broader than government. Governance is normally described as involving government, civil society and the private sector. In the urban context, this means that the responsibility for managing a city's affairs is not limited to local government, but includes a wide variety of stakeholders including: national and regional (provincial and state) governments; the private sector; non-governmental and community-based organizations (NGOs/CBOs), the media, professional associations and other members of civil society. In addition, the concept of governance focuses on institutions and processes. In the context of scarce resources, competing, but valid, priorities must be reconciled through processes that involve all stakeholders in decision-making. Transparency in decision-making processes and in institutions has the potential to become a central strategy for engaging stakeholders, combating corruption and improving the quality of urban governance overall.

Local governance, on the other hand, is a set of institutions, mechanisms and processes through which citizens and civil society groups can articulate their interests and needs, mediate their differences and exercise their rights and obligations at the local level. Building blocks include: citizen participation, partnerships among key actors, capacity of local actors across all sectors, multiple flows of information, institutions of accountability and a pro-poor orientation.

With the MDG Localization Framework in mind, the CALL 2015 project follows the following framework:



A. Purpose

CALL 2015 aims to promote transparent and accountable governance in meeting the MDGs on time by 2015 through the engagement of citizens, especially women, in instituting transparent and accountable governance initiatives in selected local government units in the Philippines. CALL 2015 is expected to:

1. Organize and capacitate MDG integrity circles composed of local citizens groups especially local women leaders.
2. Establish citizens-government face to face dialogue and voice mechanism.
3. Demonstrate and replicate sound MDG practices that promote transparent and accountable governance.

B. Outputs

1. 3 Integrity Circles organized and capacitated composed of local citizens group especially local women leaders. This will be measured in the a) number of local citizens groups organized and trained and b) number of women leaders organized and trained
2. Citizens-Government dialogue and voice mechanisms established. This will be measured in the a) number of gender responsive and rights based plans and practices conducted and b) increased participation to dialogue between government and citizens
3. Sound MDG practices that promote transparent and accountable governance are adapted and replicated. This will be measured in a) number of MDG LGU plans and practices that are gender responsive, rights-based and promotive of transparent and accountable governance and b) number of best practices on local transparent and accountable governance initiatives

C. Strategies and Impacts

In promoting transparent and accountable governance, CALL 2015 adopted UNDP's two-track programme design to contribute to the promotion of gender and human rights and the institutionalization of governance reforms. On one hand, it created the enabling environment for claim-holders and duty-bearers to work together to achieve quality of life for all. On the other hand, it supported efforts to capacitate grassroots organizations and communities to demand from public officials and institutions accountability and affirmative actions to address their needs.

The project utilized the following strategies with the corresponding impacts:

1. The MDG Integrity Circles engaged local women in decision making through participation in policy-making that drove transparent and accountable governance in attaining MDG targets.

2. Strategic use of existing and time-proven participatory tools and approaches such as those developed by UN-HABITAT and UNDP and in particular "Tools to Support Participatory Urban Decision Making" and "Tools to Support Transparency in Local Governance" hastened the replication of sound practices.
3. Local academic institutions and local resource institutions contributed in building local capacities to adapt the tools, replicate MDG best practices and by providing venues for people-to-people dialogues, peer-to-peer exchanges on the MDGs.
4. Local government units and local authorities paved the way and provided the entry points for formulating and updating local legislations and policies in synchrony with transparent and accountable governance principles.
5. Respected individuals provided a credible voice in pushing for local reforms.
6. Five LGUs and their partner institutions in Luzon, Visayas and Mindanao served as demonstration sites for the project.

III. The CALL 2015 Integrity Circles

A. Tuguegarao City and Saint Paul University Philippines (SPUP)

Saint Paul University Philippines anchored the CALL 2015 as the project complements the university's existing programs on community development. SPUP is a private, non-sectarian higher education institution run and managed by the Sisters of St. Paul of Chartres. One of SPUP's strongest areas is its community extension program. It is instrumental in the sustainable development of at least seven communities in Cagayan and has outreach projects in 37 communities in Cagayan and Isabela. Together with the city government of Tuguegarao, it identified Barangay Tagga as the pilot site who, through its leaders, agreed to be the initial project site. Tagga has developed from a depressed barangay into a self-sustaining community with empowered leaders as a result of SPUP's capacity building programs since 1989. Initially engaging the 31 stakeholder organizations in the barangay as its Integrity Circle, it focused on MDG 1 particularly employment and livelihood as this is identified to be the barangay's primary concern. Barangay Tagga completed the conduct of its CBMS data gathering under the project. The CBMS data covering the 249 households in the barangay will be the baseline for monitoring the MDG goals and targets and will be used for formulating data-driven barangay development plans.

One Integrity Circle was organized at the city level and another at the barangay level. An examination of the composition of the ICs would reveal the strong participation of women leaders. The city-level IC is led by Dr. Josephine Campanano who also heads the Planning and Development Office of SPUP. Among the Barangay Tagga officials are women councilors who head various committees and are assertive of their rights and responsibilities to the community. *(See Annex A.1 for the composition of the Tuguegarao Integrity Circles.)*

Capacity Building Workshops for Barangay Tagga Integrity Circle Members
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Barangay Health Workers of the Science City of Muñoz
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B. Science City of Munoz and the Barangay Health Workers Association

CALL 2015 has become the transparency mechanism for the MDG demonstration project in the Science City of Munoz focusing on improving citizens' access, especially women and children, to basic health services. The Barangay Health Workers Association, guided by Dr. Pastora Coloma, is composed of 37 women responsible for the delivery of basic health services to the city's 37 barangays, led the Integrity Circle composed of mostly women leaders from the academe, business and CSOs/NGOs. *(See Annex A.2 for the composition of the Science City of Munoz Integrity Circle.)*

C. Pasay City and Intercessors for the Philippines (IFP)

The Intercessors for the Philippines, a faith-based organization, anchored the CALL 2015 project together with the Cooperative Development Office of Pasay City. Pasay City maintained its focus on the out-of-school youth (OSY) and sustained its efforts on Strengthening Life Skills for Positive Youth Behavior (SLSPYB) also known as PASAY HOPES Program. It directly addressed MDG 2 (Achieve universal primary education) and MDG 6 (HIV-AIDS Prevention). A Project Management Action Team (PMAT) initiated the formation of four (4) Integrity Circles. The first group is composed of 10 out-of-school youth or Peer Educators coming from 5 barangays. The second group is a combination of 4 LGU practitioners, 4 Life Skills Trainers from Faith-Based Organizations and 5 CSO/NGHO leaders. Subsequently, two more ICs were formed to focus on specific concerns and interventions of the HOPES program: 1) IC Among Senior Life Skills Trainers and 2) IC Among People Living with HIV/AIDS. *(See Annex A.3 for the composition of the Pasay City Integrity Circles.)*

Pasay City OSYs
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D. Dumaguete City and Social Watch Visayas and Silliman University

Social Watch-Visayas based in Silliman University focused on measuring the level of government service delivered to the community through a survey that follows through the recent launching of the Citizens' Transactions Guidebook. The guidebook acts as a charter and is intended to be a powerful instrument for transparency and accountability in government and for improved delivery of basic services. It contains the commitment to service, list of products, identification of customers, statement of guarantee for level of services offered, contact list, and a feedback mechanism. Three (3) Integrity circles were formed composed of local citizens in Dumaguete City, namely 1) Silliman University Research Team based at the Knowledge Development Center of World Bank in Silliman University, 2) Volunteers Against Crime and Corruption (VACC) whose members were primarily organized to help seek justice and solutions to unsolved crimes, and 3) Social Watch Dumaguete and Allied NGOs and groups who coordinate with the City Planning and Development Office and the Sectoral Desks Office (a new department established to carry-out the city's anti-poverty programs and assist the city leadership in localizing the MDGs). These three integrity circles were merged into one IC to institutionalize and sustain an integrated citizens-government dialogue and feedback mechanism. *(See Annex A.4 for the composition of the Dumaguete City Integrity Circle.)*

Dumaguete City Integrity Circle
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Cagayan de Oro City IC Meeting
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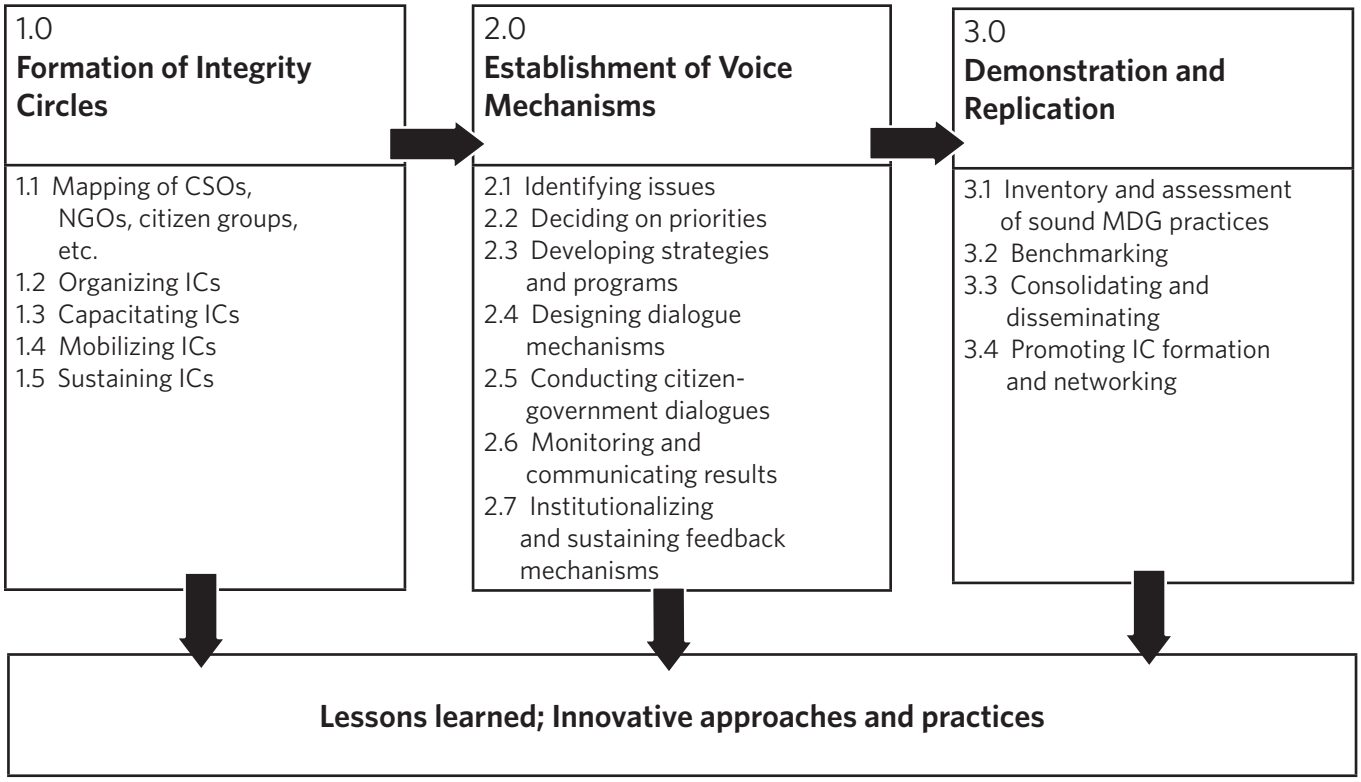
E. Cagayan de Oro City and Xavier University- Social Involvement Program

Xavier University (XU) led the CDO IC. XU's mission is not only to form academically excellent students but also to be responsive to the needs of the times. It brings together its resources in the academe, research and extension to provide relevant services to the community. One of these is to facilitate and provide venue for dialogue, exchanges of ideas, information and values, and to take the role of a think tank for the community. XU deepened its social involvement program with the CALL 2015 project by organizing a barangay-level IC focused on solid waste management in Barangay Tablon, a coastal barangay with a previous experience in local environmental planning and management. At the city level, dialogues between the city mayor and XU paved the way for the establishment of a feedback mechanism where a multi-stakeholder IC participated in local governance through citizens monitoring. The city-level IC was formed from a core of CSOs active in non-partisan electoral reforms advocacy with heightened activity during elections. Kristohanong Katilingban sa Pagpakabana - Social Involvement Program (KKP-SIP) acted as the IC Secretariat and coordinator. KKP facilitated the entry of students and faculty in the community, and also handled the processing sessions of students to deepen their experience and appreciation of life lessons learned. It facilitated the working together of the University and the people in developing their own communities. *(See Annex A.5 for the composition of the Cagayan de Oro City Integrity Circles.)*

IV. The CALL 2015 Process



City Example: Localized process on forming the IC

Based on the above process, Pasay City followed the following general flow considering their unique context:

Process	Output
1. Consultation meetings among the CDO-LGU, IFP-CSO, UN Habitat regarding CALL 2015. Includes Orientation meetings sponsored by UN Habitat.	Generic draft of the overall work plan for CALL 2015
2. Consultation meetings among the LGU stakeholders, IFP, Faith-Based Organizations, CDO, CPDO, other consultants about the implementation process, action steps, detailed activities with corresponding persons responsible for the activity, general costing, etc. The discussion also includes the relationship of the past HRVA (MEET the MDG)-UN Habitat project, the current UNESCAP-Pasay LGU HOPES project and the CALL 2015.	Draft of Specific and detailed Work/ Activity Plan for CALL 2015 Pasay HOPES
3. Creation of Project Management Group composed of the IFP consultants and the Pasay MDG focal person and the CDO staff responsible for the CALL 2015. Formulation of the final Draft of Work/ Activity Plan for CALL 2015 Pasay HOPES which includes specific financial requirements for each activity.	Final draft of the Work/Activity Plan for CALL 2015 Pasay HOPES
4. Presentation of the CALL 2015 project to the Mayor and relevant LGU agencies	Mayor's comment and approval
5. Orientation to Potential Partners, FBOs, CPDO, PCSWDO, CDO, CHO, TESDC, Youth Organizations, etc.	Commitment to participate in the project.
6. Creation of Integrity Circles through FGDs among OSYs, Youth org officers, Solution/Resource providers, People Living with HIV/AIDS.	Commitment to perform roles and functions
7. Monitoring and Evaluation of project status and expenditures are assigned to the MDG focal person, CDO Staff and IFP consultants. They oversee the detailed implementation of activities for CALL 2015 Pasay HOPES	Conduct of Regular Coaching and Monitoring ensure proper management of the project.

LUTONG BAHAY

City Example: Localized process on using baseline data to formulate plans and programs

Pasay City validated their baseline MDG and HRVA data and used the same in the formulation of the Pasay HOPES program.

A. Baseline data for MDG 6:

1. 2005 Community-based Monitoring System (CBMS):
    a. No of OSYs: 18,000 (F: 10,978 ; M: 7,140), considered as the most numerous and disadvantaged sector in the city.
    b. CBMS also showed that 92% of Pasayenos are church goers.
    c. No. of HIV/AIDS cases: 4 from 1992 to 2002.
    d. Pasay's local initiatives to prevent and control the dreaded disease:
        i. Pasay legislated the Local AIDS Law,
        ii. Formed the Pasay City AIDS Council,
        iii. Established the Social Hygiene Clinic.
        iv. Drug Management and other logistics,
        v. Networking and Linkaging (Public Private, Mix for DOTS, Dengue Brigade, Partner GOs and other NGOs)
        vi. Regular HIV surveillance activities among the high risk groups

2. On Young People:
    a. UNAIDS disclosed the alarming situation of the youth. Young people (15-24 years old) account for half of all new HIV infections worldwide - more than 6,000 become infected with HIV every day.
    b. This is due to risk behaviors among youth particularly substance abuse (Smoking, Drinking Alcohol, Drugs) and sex (early and dangerous sex, early and unwanted pregnancies, HIV/AIDS and other STD). Risk behaviors can be seen both in school and out-of-school youth (OSY).
    c. It is perceived that OSYs are more disadvantaged in terms of access to clear and correct information on issues about sex, substance use, reproductive health, STIs and HIV/AIDS.

3. Hazards, Risks and Vulnerabilities Assesment for HIV/AIDS Prevention focused on OSY (MDG 6)
    Actual Data Gathering. Two types of data gathering technique were used a) Survey (50 sample barangays, 1,207 sample respondents) and b) FGDs for 9 groups (OSY, parents, teachers, government officials, health providers, NGOs).

Highlights of the Individual and Household Survey are:

a. Profile of the OSYs in Pasay which includes Socioeconomic Characteristics and Educational Attainment;
b. The RISKS faced by the OSYs. Types of Risks (Substance Abuse and sexual). Many smoke, drink alcohol and use drugs: higher levels than national figures.
c. The survey also includes problems experienced due to smoking, drinking and drug use.
d. 85% know about sex experience of friends. Of those who know that their friends have sex experience, 74% said that their friends have more than 1 partner
e. Survey showed that there are lots of misconceptions about how HIV/AIDS is contracted/cured.
f. Indications that HIV/AIDS is a potential problem in Pasay

Highlights of the FGDs include:

a. Reasons for early marriages or teen sexual activity by OSYs which are: Daring and experimental attitude; To escape guidance.
b. OSYs sexuality issues by parents are:
    i. Few parents feel their children are still too young to know about sexuality and reproductive health issues;
    ii. Majority felt ill-equipped with knowledge and with effective approaches on how to discuss sexuality, reproductive health and other youth-related issues;
    iii. Children unguided about sex – they get information from magazines sold in sidewalk stands;
    iv. Teen pregnancy and premarital sex becoming a trend among the youth.
c. The youth issues encountered by teachers are:
    v. Students into drug use, smoking & drinking;
    vi. Students hang out with peer groups that are heavy into drug use;
    vii. Same sex relations for girls prevalent in private schools;
    viii. Disciplinary problems due to disobedience;
    ix. Drug addiction common among the students – marijuana being the most common in use;
    x. Proximity of school to sources of drugs such as jail near Pasay City West is not ideal environment for students;
    xi. Broken and dysfunctional families which affect student academic performance;
d. FGDs for health professionals discussed the attitudes of health professionals that hinder access which included health workers as being unapproachable, snob, arrogant and "moralista". The perceived reasons why youth refuse to access services were fear of embarrassment and peer group influence.
e. The FGD for NGOs discussed the challenges in the conduct of the program by NGOs which are
    xii. Resistance from groups that early treatment of conditions of STD, teen pregnancy and the likes;
    xiii. Street children consult amongst themselves and they do not seek out health advice from professionals nor from the health center;

xiv. Family environment not supportive of the youth;
xv. Lack of ownership by barangay captains of programs initiated by NGOs in their communities.

f. The FGD for government officials revealed that there is no current government-funded reproductive health programs/projects for OSYs or for the 15-24 age groups but a few similar programs exist addressing some issues along with other age groups in each sector.

B. HRVA result is transformed into an evidence-based decision making tool

1. The HRVA shows that when AIDS pandemic strikes, the 18,000 Out-of-School-Youth (OSYs) in Pasay, the most numerous and vulnerable sector, will be the first affected and greatly damaged.

2. The HRVA results become basis for the local government's reform agenda. The problems, issues, concerns specific to OSY's risky behavior were identified and ranked. Objectives were set by formulating the goals, desired results, purpose, the magnitude of the target group and the policies and strategies were put in place.

C. Recommendation: Integrated behavioral and structural interventions for the OSYs. The project originally named MEET@Youth in Pasay or Mitigating the Effects of External Threats among the Youth in Pasay later became Pasay HOPES.

1. Its intervention objectives are a) to reduce adverse consequences of sexual behavior; b) to improve overall health status; c) to encourage health-seeking behavior at an early stage.

2. Its policy/strategy is to implement behavioral intervention that seeks to change the knowledge, skills and attitude of adolescents which will directly address the prevention of increasing HIV prevalence and apply structural interventions which address broader societal issues that serve as either risk or protective factors of reproductive health.

3. Pasay HOPES aims to establish youth-friendly functional knowledge, learning and information centers (KLIC) or initially establishing community-based life skills training networks. HOPES stands for:
   a. H for HIV/AIDS prevention thru Life Skills Seminar.
   b. O for Outsourcing livelihood skills. The life skills equipped OSYs will be trained on livelihood skills thru TESDA. Then, recommend livelihood training graduates for college scholarship/ ladderized program of TESDA (vocational courses towards bachelor's degree equivalency). Enroll to TESDA advance training (to earn competency certificates).
   c. P for Placement of jobs or gainful employment. Encouraging the training graduates to apply during PESO job fair or enroll at the PESO registry for employment.
   d. E for Education thru Alternative Learning System (ALS). Others will be encouraged to register/enroll to ALS program of DepEd.
   e. S for Sports, culture and arts development.

Workshop with Peer Educators
© Pasay City

D. Pasay HOPES Implementation Scheme

1. The Implementation Scheme emphasized the equipping of a group of 40 potential LS trainers coming from 10-20 FBOs, youth groups, health workers and BBP/YESO Specialists. These LS trainers shall eventually conduct peer educators training, thereby establishing community-based life skills training networks envisioned to reach 7,000 OSYs.
2. The desired result is to produce young people that are life skills- equipped, character-built, livelihood skills assessed, organized group-involved and youth movement-connected.
3. To achieve this, active partners are needed. These are the roles of the barangay officials, Pasay city government and the FBOs, NGOs and youth organizations.
4. CBMS hinted that FBOs are the major and strong partners in Pasay HOPES. FBOs as a force have:
    a. Strengths
    b. Credibility
    c. Grounded in the communities
    d. Righteousness carrier
    e. Sunday Services
    f. Mid-week prayer meetings
    g. Dawn prayers, intercession watches
    h. Weekly Bible study groups
    i. Cell groups
    j. Critical mass for effective and efficient service delivery.

5. Education and information are the best tools to mitigate the effects of external threats. The only known cure for HIV/AIDS is "Education Vaccine". As people become informed and educated about its causes and preventions, more lives will be saved.

E. Pasay HOPES Progress Report (As of Nov 2007)

1. H for HIV/AIDS prevention thru Life Skills Seminar
   - No. of Life Skills Training conducted: 54
   - No. of Peer Educators: 2,063
   - No. of Life Skills Trainers: 32
   - No. of FBO / YO partners: 7

2. O for Outsourcing livelihood skills
   - No. of livelihood trainings graduates: 554

3. P for Placement of jobs or gainful employment
   - No. of persons employed through the project: 241

4. E for Education thru ALS.
   - No. of PET graduates referred to ALS: 228

5. S for Sports, culture and arts development.
   - No. of PET graduates who access sports development: 572

A. Formation of Integrity Circles

Description

An Integrity Circle is a group of citizens and organizations who voluntarily form themselves into a self-managed coalition bonded together by good governance principles to promote and institutionalize mechanisms for transparent and accountable governance. While the Integrity Circle would be composed primarily of civil society, it may also include people from government and the private sector thus making it more inclusive and broad-based than CSOs. The term "civil society" includes, among others, NGOs, trade unions, professional associations, faith-based groups, indigenous peoples' organizations, and social movements and networks. It does not include the private sector. A CSO is a non-state actor whose aims are neither to generate profits nor to seek governing power. CSOs unite people to advance shared goals and interests. A more specific CSO form is the Community-Based Organization (CBO) which operates in a specific geographical community. A CBO is dependent on its own resources, democratically organized and aims at the self-help development of its members.

In Cagayan de Oro City, the Integrity Circle discussed that there should be a leveling off and a valuing process to explicitly clarify among the members of the core group as to how each one understand the word "Integrity." One member particularly expressed that the "Integrity Circle" should not be a mere formal identity of the group. Rather, it should characterize the group and its very advocacies and engagements. This implies that within the Circle, there should be on-going formation. Understandably, different members would have different positions on various issues. At the minimum, IC members should level off on their ideals on the environment, health, and other similar concerns. This will facilitate support from among different groups or institutions for the advocacies or engagements of the IC. The concept of "integrity" was also central in the formation of the Pasay City IC especially because the primary project partner is a faith-based organization.

Cagayan de Oro City Integrity Circle Members
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Purpose

The formation of Integrity Circles aims to bring together citizens and CSOs to consolidate efforts at ensuring that the MDG targets are achieved by 2015 and with integrity. It is not enough that the quantitative targets are met; it is important that these are met with integrity following good urban governance principles.

Good Urban Governance Principles:

- Equity - ensures access to decision making processes. All men and women have opportunities to improve or maintain their well-being.
- Efficiency - in the delivery of services. Processes and institutions produce results that meet needs while making the best use of resources.
- Sustainability -must have a strategic vision of urban governance and the ability to reconcile the divergent interest of the common good
- Decentralization - devolves authority and resources
- Transparency and Accountability - ensures universal access to and the free flow of information. Transparency promotes an informed citizenry and collective wisdom. It motivates collective engagement and builds community identity by enabling every member to identify with community processes, results and outcomes. Transparency limits corruption, which tends to thrive in closed systems that are ridden with ambiguity and discretionary behavior. Transparency is thus a pillar of good governance.
- Civic Engagement Citizenship – citizens, especially women must be empowered to participate in decision making processes, the civic capital of the poor must be recognized and supported.

1. Mapping civil society organizations (CSOs), non-government organizations (NGOs), local citizens groups and women groups

Mapping and forming of civil society networks are among the first steps recommended for effectively involving CSOs in policy design and planning and for the formation of ICs. The term "civil society" includes, among others, NGOs, trade unions, professional associations, faith-based groups, indigenous peoples' organizations, and social movements and networks. It does not include the private sector.

Certain general traits that characterize the structure of CSOs include:

- an *organization*: Day-to-day operations have a structure and regularity.
- *privately owned, managed and operated*: They are not officially considered to be part of the state.
- *not-for-profit:* CSOs do not distribute profits to shareholders or a board of directors and are primarily not involved in commercial activity.
- *self-governing:* They are in control of their own affairs.
- *voluntary:* CSO membership is not compulsory nor are members legally required to participate.

While these are the core features, definitions vary by organization. A global standard, known as the International Classification of Nonprofit Organizations (ICNPO), has been developed to assist with further classifying organizations into these groups and subgroups.

The following questions are useful for identifying which stakeholders should participate in an Integrity Circle:

1. Who makes or influences decisions on the MDGs and related development policies?
2. Who has information, skills or expertise related to MDG thematic areas that might be helpful?
3. Who could provide the financial or technical resources needed for the localization process?
4. Who are the current or potential "champions" of the MDGs in the locality?
5. Who would be negatively affected from not being involved?
6. Who does not have a formal organizational channel to participate but should be involved?

Once the set of stakeholders are identified, they can be further divided into three categories based on their level of interest in the MDGs and the localization process.

1. They want to participate fully or their involvement is needed for a credible process.
2. They want to play a secondary role or only to be involved in certain steps.
3. They want only to be kept informed of — rather than participate in — the process.

City Example: Inventory of CSOs and COs

In Tuguegarao City, the CSOs and community organizations are active in promoting their members' welfare and link with other similar organizations. Some of these organizations are (1) Association of Overseas Workers, (2) Organization of Tricycle Operators and Drivers, (3) Pastoral Council, (4) Senior Citizens Group, (6) Pupil Government Organization (7) Retirees' Club, (8) Barangay Association of Farmers, (9) Barangay Health Workers, (10) Legion of Mary. A considerable number of the leaders are women. It is inspiring to note that in Barangay Tagga, women leaders occupy respected and responsible positions and contribute significantly to the development of the community. The Rural Improvement Club in Tagga is an organization of women that identifies and supports livelihood projects like candy making, meat processing, pastry making, bitter melon pickling and the recycling of tetra pack wrappers.

City Example: Process of identifying IC members

Xavier University (XU) undertook a series of meetings with different stakeholders to identify issues, capacities and willingness to commit to the project. It took the following steps in organizing and capacitating its Integrity Circle:

Actual Activity Implemented	Outcomes
1) Official endorsement and institutional support from XU leaders. KKP-SIP agreed to be the Secretariat of the CALL 2015 Project for Cagayan de Oro City. The university formally recognized the Project as part of the university's social involvement program.	• MOA signed by the University President • The Project was recognized as complementary to the ongoing discussion on the formulation of XU's social development track.
2) First invitation to potential local community leaders from different sectors. Partners and involved CDO community members from previous engagements were invited to a meeting-presentation on CALL 2015. Participants represented the following sector: academe, media, women journalists, faith-based network, religious, business, youth, culture and arts.	• There was a general appreciation of the Project as it is consistent with the commitment of the previous groups that were mobilized to work for good governance. Many of the participants are familiar with the MDGs, and they gave additional information on ongoing work on the MDG's in the city. • The project provided opportunity for the group to pursue its electoral involvement (Covenant Signing done before the May 2007 Elections). More people will be invited to the Integrity Circle to get a wider representation.
3) Follow-up meeting and commitment setting for CALL 2015 Integrity Circle • Some participants were asked to present ongoing related projects to the group. • Participants signed the Pledge of Commitment to signify their involvement in the Integrity Circle and support to the Project. • The members approved the letter to the Mayor, which will initiate official dialogue with the city.	• There are points for convergence with the on-going environmental projects. • Suggested next steps: Level-off with the city and understand their MDG localization efforts with regards to the environment. Media can help promote the environmental campaigns • Formally established the Integrity Circle with its initial members.
4) The CALL 2015 Project was presented to the big group of Conversation, a network of NGOs, church-based organizations and the academe in the city. The network strengthened itself through its previous city-wide engagements on Charter Change and various forms of electoral participation.	Generated commitment for the Project from the bigger group. Clarified that the Conversation can be part of the Integrity Circle and it will support the setting up of a citizens-government dialogue mechanism. It is envisioned that the group can pursue other development agenda once the 'jump-start' engagement of the Project will be realized.

City Health Officer meeting with the Science City of Munoz IC
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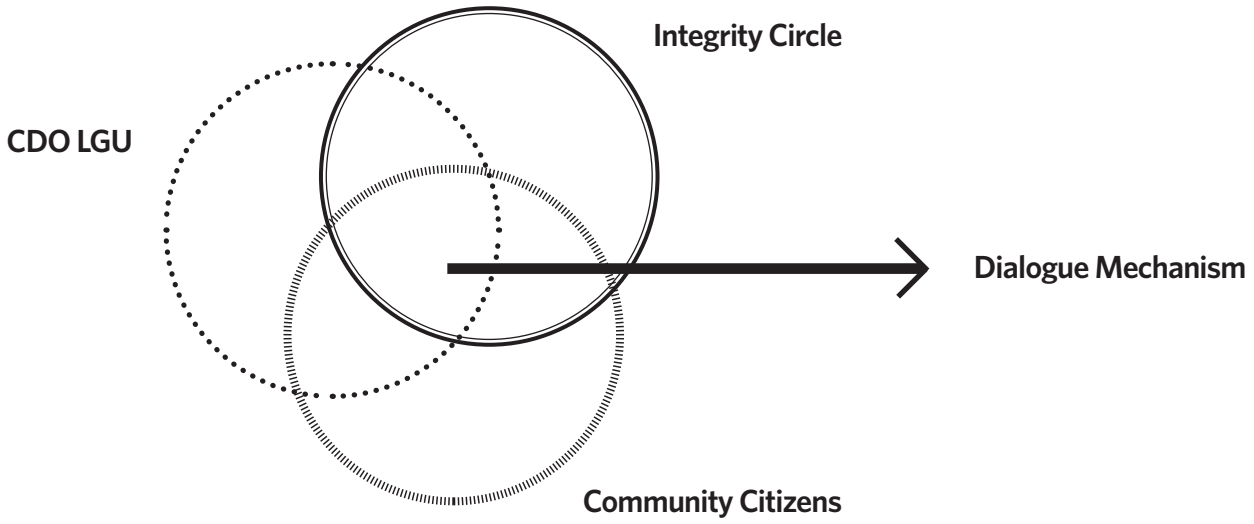
The initial flow of activities in the project implementation in Cagayan de Oro City was as follows:

1. The Joint Committee was formed composed of the core group of the Integrity Circle and the technical working group from the LGU. As a participatory and collaborative body, the Joint Committee designed and implemented the concrete environmental engagement.
2. The dialogue mechanism composed of representatives from the Integrity Circle and from the LGU was established. LGU representatives selected were in the position to make or influence policy in the city government.
3. The first environmental project integrated a citizens' component and enhanced the solid waste management program of Barangay Tablon. This engagement was implemented in partnership with the City LGU, the Barangay LGU, the residents of Barangay Tablon and XU.
4. The citizens at the grassroots level engaged in community discussions and dialogues with all community stakeholders (i.e., community leaders, business establishments, schools, barangay officials, etc.).
5. Strategic direction setting for the dialogue mechanism with the city officials was made with the city-level IC.



City Example: Preparing a list of potential members

In Pasay City, the Project Management Action Team (PMAT) identified an initial listing of twenty five (25) names of influential and respected leaders from relevant sectors of society who were then invited to participate in the CALL 2015 orientation meeting. The list was trimmed down to two groups: the first group was composed of 7-10 out of school youth Peer Educators who participated in the UNESCAP Program, "Strengthening Life Skills for Positive Youth Health Behavior". The second group was composed of some 3 LGU practitioners involved in the UNESCAP project, 4 Life skills Trainers from FBOs, and 3 CSOs.

IFP Executive Director Nona Londonio meeting with IC members
© Pasay City

2. Organizing Integrity Circles

It is necessary to engage the different community stakeholders in local governance. Below are some reasons for engagement and participation:

- Poor women and men have a 'right to be heard'. Poverty is a product of the denial of people's right to influence decisions that affect their lives and the lack of government accountability.
- CSOs are able to mobilize the poor and communities for participation and also advocate on their behalf for more people-centered policies.
- Citizens should have a say in determining local government plans, priorities, implementation and monitoring.
- Participation is an empowering process. It enhances capacities, raises self-worth and builds social capital (trust and willingness to cooperate).
- Empowerment enhances the quality of participation by facilitating collective action to address poverty, giving a voice to poor and excluded men and women as well as creating demand for good governance. Genuine and inclusive civil society participation promotes national ownership and confers legitimacy on policy decisions.
- Promotes tolerance of potential short-term negative impacts of policies.

City Example: Assigning responsibilities

It is important to identify the specific roles that members of the IC are responsible for. In Pasay City, the SLSPYB Program Partners committed to perform the assigned responsibilities in the program. Specific roles were assigned as follows:

a) Barangays, Barangay for Children Protection and Welfare Council, Sangguniang Kabataan.
- Gathers the OSYs
- Enlists/validates OSY list
- Provides venue for training
- Participates in life-skills Graduation

b) Pasay Government (CPDO, CDO, PCCWC, CSWD,) UNESCAP, UNICEF, UN-Habitat
- Initiates and coordinates effective and efficient program implementation
- Conducts Industry Forum
- Mobilizes resources/funding
- Mobilizes barangays through Barangay Development Plan
- Facilitates policy legislation (ordinance or executive order)

c) FBOs, NGOs, Youth Organizations
- Provides training facilities
- Provides Life Skills Trainors
- Conducts and facilitates life-skills training
- Holds life-skills graduation rites
- Facilitates livelihood skills assessment
- Facilitates formation of youth organizations

d) CHO, PCGH
- Provides youth-friendly health centers
- Provides medical consultation through the Health Centers
- Provides free counseling and STI testing at SHC

e) Dep Ed
- Provides ALS, Instructional Managers
- Supplies ALS Materials
- Provides certificates, diplomas, etc.
- Provides school facilities

f) TESDA, TESDC, PESO/DOLE, Office of the Mayor/Vice-mayor
- Provides job interest assessment
- Provides livelihood skills training
- Provides technical assistance
- Provides TESDA Certification

g) Business Community (Manpower Cooperative)
- Applies Corporate Social Responsibility (CSR) in partnership with the government

h) Role of OSYs
- Fill-up pre-assessment form on Life Skill
- Information Sheet
- Pledge of purity until marriage
- Accountability Card
- Attend skills based group formation
- Attend life-skills graduation
- Attend youth convergence, People's Congress

For many OSYs, involvement in the project provided them with their first opportunity to visit the Pasay City Hall and giving them access to government services and facilities that they previously felt excluded from or were not aware of.

Pasay City IC members
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Innovative Approach: Two-level structure for the Integrity Circle

In Cagayan de Oro City as well as in Tuguegarao City, a two-level structure for the Integrity Circle emerged: one at a community implementation level in the barangay and another at a broad sectoral policy-making level in the city where the barangay-level IC is a part. This approach ensured that ground level knowledge gained from actual community experience feeds into policy-making and direction-setting at the city level. The barangay-level IC provided solid grounding for participation in governance.

At both the strategic and tactical level, the Cagayan de Oro City IC planned to engage first with Barangay Tablon and use the experience to dialogue with the city government, advocate institutionalization of the IC approach with the Mayor and push for the appropriate legislation to institutionalize the IC in city governance.

City example: Harnessing the youth

A significant approach pursued by Cagayan de Oro City was the mobilization of the youth for the CALL 2015 project. During an IC meeting, it was suggested that the youth, represented by the Central Student Government of Xavier University (XU-CSG) and the KKP Volunteers, can contribute by leading the youth in Barangay Tablon to participate in the project. Thus, a core group of 14 student-volunteers were oriented on the CALL 2015 Project and given initial assignments. The student engagement helped mobilize the barangay households and led participation in the SWM program, especially in terms of garbage segregation. In addition, the youth also implemented the information-education campaign and sustained the advocacy on proper SWM. The XU students who resided in Tablon were naturally ideal participants in this mobilization.

The youth were tapped because of XU & KKP's bias of students' leadership formation (faith in action and social justice) recognizing them as stakeholders in the city and in the community. Their ideals, energy and actual engagement in community development projects and in working with the government made them important players in community building and advocacy.

Among the roles and responsibilities that the youth were expected to assume were in the areas of:

- Research (Project-related and Academic)
- Mobilization (Community Profiling, Community Vulnerability Assessment)
- Integration with existing projects (e.g., PUVeP, MMC, etc.)
- Advocacy and IEC

XU Student Volunteers
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City Example: Capacity building for issue-focused Integrity Circles

Pasay City formed a number of Integrity Circles to respond to different issues and concerns. Specific capacity-building activities were developed to equip them with participatory skills in governance. Among these capacity-building activities were:

A. For Integrity Circle Among Child and Youth-Friendly Movement Educators (Barangay / Private Day Care Center teachers; Public /Private Elementary School Principals and teachers; FBO Children and Youth Ministry Heads). Forty (40) participants are targeted to join this activity. Majority of participants are women leaders.

Agenda:

1. Review and discussion on the Rights of the Child (UNICEF material)
2. Observation on prevailing practices among child-friendly organizations, focusing on the rights of a child and good governance.
3. Presentation of the Strengthening Life Skills for Positive Youth Behavior as a potential youth program for replication in their agencies.
4. Planning and Advocacy.

B. For IC Among HIV-AIDS Patients

A visit by the CALL 2015 Project Management Action Team has been made with the *Positive Action Foundation Philippines, Inc.* (PAFPI).

Agenda: FGD with the People Living with HIV-AIDS.

C. Integrity Circle Among FBO/ CSO Life Skills Trainers /Practitioners and women leaders. This involved 12 Senior Life Skills trainers.

Agenda:

1. FGD on good governance.
2. An indigenous survey tool was used.

Formalizing commitment on ways forward is one of the key outputs from a multi-stakeholder consultation like the IC meeting. Successful consultations are carefully structured and professionally facilitated, with systematic coherence between plenary and group discussions, which stimulate concrete results that commit partners to the next steps. To formalize the results of the consultation, and especially to publicly commit participants to the agreed outcomes, agreements are negotiated and signed by partner groups. It is important to clearly acknowledge and establish the commitment of IC members. Such a commitment can be signified by a Pledge of Commitment or Pact as done by the ICs in Cagayan de Oro City and the Science City of Munoz.

City Example: Formalizing commitments

Cagayan de Oro City's Integrity Circle formulated a Pledge of Commitment to formalize the members' commitment to the project. Below is the actual pledge.

PLEDGE OF COMMITMENT

We declare our commitment to the Integrity Circle as the core cluster working for the Citizens Actions and Local Leadership to Achieve MDGs in 2015 or CALL 2015 and pledge to actualize the localization of the Millennium Development Goals (MDG).

The CALL 2015 *"aims to promote transparent and accountable governance in meeting the MDGs on time by 2015 through the engagement of citizens, especially women"*. We pledge to engage ourselves in this direction by imparting our time and resources. This is with a clear note that this commitment goes beyond the timeframe of the project; therefore, we will continue to thrust towards its sustainability.

Signatories:

(List of Integrity Circle members and the institutions they represent)

The Pledge of Commitment signifies association with the Integrity Circle and acknowledges that participation in the IC may go beyond the project as it is a long-term engagement for good governance.

City Example: Pledge of Commitment

Science City of Munoz IC formulated their Pledge of Commitment below:

PLEDGE OF COMMITMENT

We, the members of the Integrity Circle (IC), as the group to work for CALL 2015 (Citizens Actions and Local Leadership to Achieve MDGs in 2015) in the Science City of Muñoz, Nueva Ecija, hereby sincerely promise and commit ourselves to assist the advocacy, monitoring, and evaluation of Millennium Development Goals (4,5, and 6) programs and project.

We shall assist the city government to develop holistic and proactive development plans, programs and projects in health and nutrition, sanitation, gender and development to reduce child mortality, improve women's maternal health, combat HIV/AIDS, malaria and other diseases.

We shall perform the monitoring, documentation and evaluation activities with transparency and efficiency; submit expected outputs/deliverables within acceptable professional and technical standards.

We pledge to engage ourselves in this direction by imparting our talents, time, efforts and resources. We fully understand that this commitment goes beyond the timeframe of the project; therefore, we will continually work towards its sustainability.

IN WITNESS THEREOF, we affix our signatures on this 8th day of February 2008 in the Science City of Muñoz.

ESPERANZA V. RAMOS
President
BHWA, SCM

FRANCISCO R. BUGTONG
President
Guardian Brotherhood Inc.

PASTORA S. COLOMA
Director for Extension
CLSU

KATHERINE M. LAZARO
Vice Chair
PACT

MAY B. ECLAR
OIC, Superintendent
DepEd, SCM

REBECCA B. MIRANDA
Representative
KOOL-NE

EMELYN T. AVILA
BOD
IMAP, Nueva Ecija

3. Capacitating Integrity Circles

There are several methods for developing the capacity of civil society organizations and ICs as there are different types of capacity in practice as follows:

- Organizational capacity: the ability of CSOs to perform certain functions, such as knowledge management or service delivery (i.e. to implement and manage projects).
- Sectoral capacity: the ability of CSOs to have greater impact on their areas and issues of interest.
- Institutional capacity: the ability of CSOs to position themselves effectively in their dealings with other actors (namely, governments, UN agencies, other donors and other CSOs).

Activities to increase CSO and IC capacity include:

1. Publish clear criteria for what characteristics constitute an ideal CSO and IC and identify the types of assistance that different development partners can provide.
2. Provide direct support for capacity development activities, such as analytical and technical training on statistical literacy, evidence-based advocacy, and monitoring and evaluation.
3. Ensure that all CSO/IC-related programming includes civic dimensions that help to build the organization's internal governance and public accountability.
4. Promote and facilitate the involvement and voice of CSO/IC networks and constituency in local and national representative bodies, while avoiding 'detaching' CSOs from their membership base.
5. Invest efforts in generating local financing for CSOs and ICs to counter dependency on aid.

Capacity development directed at any of these categories involves sustained efforts. Similarly, cooperative working arrangements between different actors are formed through repeated interactions and are not the outcome of a single event. They involve a continuous, gradual and incremental process that enables individuals and institutions to work together toward a common end.

In the course of the project, political or other developments may jeopardize the existence and consolidated capacity of the IC. This underscores the importance of identifying and forming an IC that is stable enough to be independent from political shifts or similar factors. In the Science City of Munoz, barangay elections affected the composition of the BHW association. The 22 newly elected Barangay Captains, who held the power to appoint Barangay Health Workers of their respective barangays, replaced some BHWs. The new BHWs had to be oriented and capacitated anew on the CALL 2015 project.

City Example: Identifying capacity needs

In Cagayan de Oro City, the IC determined that it needed capability building on the following areas:

a. leveling off between government and IC on the "environment perspective"
b. conflict analysis and resolution
c. defining "integrity" for the IC members; character formation.

Tablon IC Women
© UN-Habitat / Cris Rollo

City Example: Training for Out-of-school youth

In Pasay City, the Integrity Circle among Peer Educators underwent training on the Rights of the Child as foundational exercise in equipping out-of-school youth with life skills, including participative skills in civic engagement. *See Annex B for the Activity Design and Results*

City Example: Workshops for ICs with local officials

In Tuguegarao City, capacity building involved a series of workshops and forums organized and conducted to capacitate the IC members. A lecture on "Best Practices in Local Governance and Leadership" by the Department of Interior and Local Government was delivered at St. Paul University Philippines to the city-based and community-based Integrity Circles including the officers of the barangay council. Other capability building workshops conducted included Action Planning as well as Events Planning and Management. As the Community-Based Monitoring System (CBMS) was selected as the poverty profiling tool to come up with an objective basis for the development needs of Brgy. Tagga, the need to finish the CBMS baselining was identified as a priority and therefore a training for additional enumerators was conducted. The members of the city-based IC and the community-based IC were also trained on the monitoring of the Barangay Tagga MDGs. A number of workshops have been conducted to capacitate the IC members, both at the barangay and city level, to plan and conduct activities aimed at transparent and accountable governance. Among these workshops is the orientation on the law governing the government's procurement system. On many occasions, the Tagga Barangay Council was invited to these capability-building workshops. This close networking between the Integrity Circle and the Barangay Council resulted in the development of a culture of working together where socio-political differences were set aside. The battle cry was "Makuwa tam nu pagguruffunan tam." *We can do it if we help each other.*

Training workshop for the Tuguegarao IC members
© SPUP

ICs should be able to access, understand and apply data needed to assess achievement of development targets. They require a good background in basic statistical principles as well as an understanding of the sources and quality of information currently available. While developing these skills is the focus, building stakeholders' overall capacity to engage in the monitoring process should remain the broader objective.

To achieve this goal, two main areas of activities are involved:

1. Identifying and developing monitoring skills
2. Creating the context for sustained IC involvement

4. Mobilizing and sustaining Integrity Circles

Different forms of citizens' participation can be ordered in terms of the degree of participation and impact on governance as shown below:

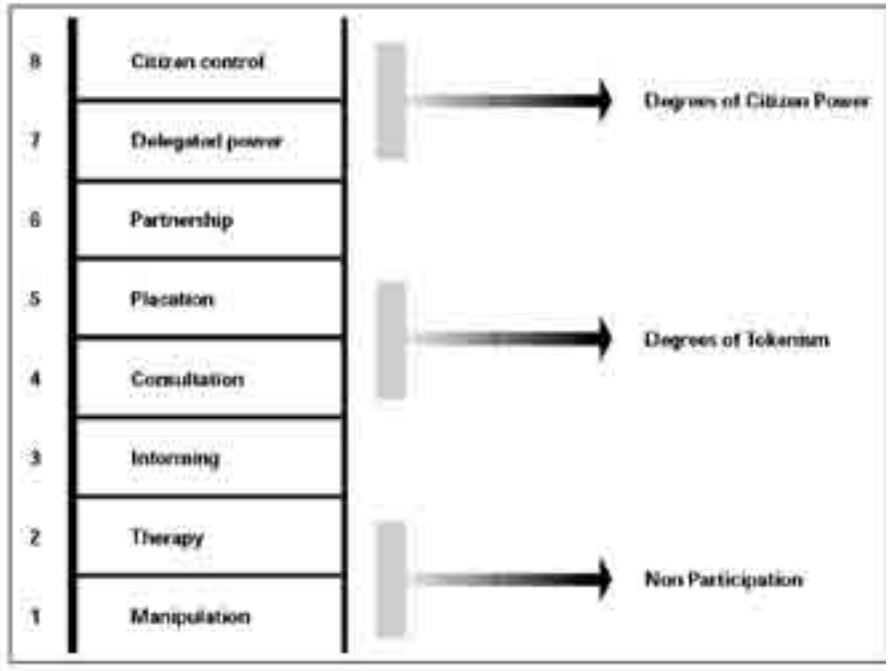


Figure 1: Ladder of Citizen Participation, Arnstein (1969)

There are also different types of participation which can be appropriate to the context of the community:

• Information Sharing	– Useful but can be seen as irrelevant.
• Consultation	– Enables people to voice demands and complaints.
• Analysis	– Enables individuals, communities and governments to determine causes and solutions to their problems.
• Planning	– Raises commitment by having people contribute human & financial resources. Ensures that civil society's development priorities enter the agenda.
• Implementation & monitoring	– Enhances capacities of poor and empowers excluded groups to address their needs and influence decisions.
• Sharing power and responsibility	- Reduces burden for all involved and accelerates development.

Continued stakeholder participation is tied to their capacity to be actively involved through the different phases of engagement. Certain stakeholders will occupy different functions and roles based on their characteristics and contribution to the process. Some key factors for sustaining interest and participation include:

1. Strong political support for involving stakeholders and conducting the overall localization activity.
2. Early engagement and timely participation of stakeholders.
3. Broad-based and representative participation of different national interests.
   It must be noted that representing national interests also includes representing marginalized and vulnerable groups such as the hearing, visually and physically challenged; ethnic or religious minorities; the elderly; etc.
4. An incentives system that rewards stakeholders for participating through compensatory benefits.
   For example, invitations to special government and cultural events, profiles in the local press, adoption and formalization of requests by government, training activities and seminars are avenues that promote feelings of buy-in and inclusion.
5. Consensus on objectives and outcomes of the process
   Activities will be needed throughout the process to help maintain this level of broader coordination as cooperative working arrangements are formed through repeated interactions.
6. The ability to measure and track advances.
   Monitoring progress is related to: i) finding techniques to check up on whether the overall tailoring process is progressing at the envisioned pace and ii) determining whether institutional and stakeholder capacities exist to track implementation of and outcomes from the nationally-tailored targets.

For monitoring results to be effectively linked back to policy choices at the national and local level, learning must be seen as a continual process that requires different skills for different stages. Assessing development outcomes and translating them into advocacy initiatives demand a level of training and specialization that differ from determining whether budgetary expenditures were spent as intended. Using field workers to conduct user satisfaction surveys has its own training requisites and requires skills on the part of IC partners that are more than simply analyzing data.

Some of the recommended steps to carry out this skills development include:

Step One: Improve access to information

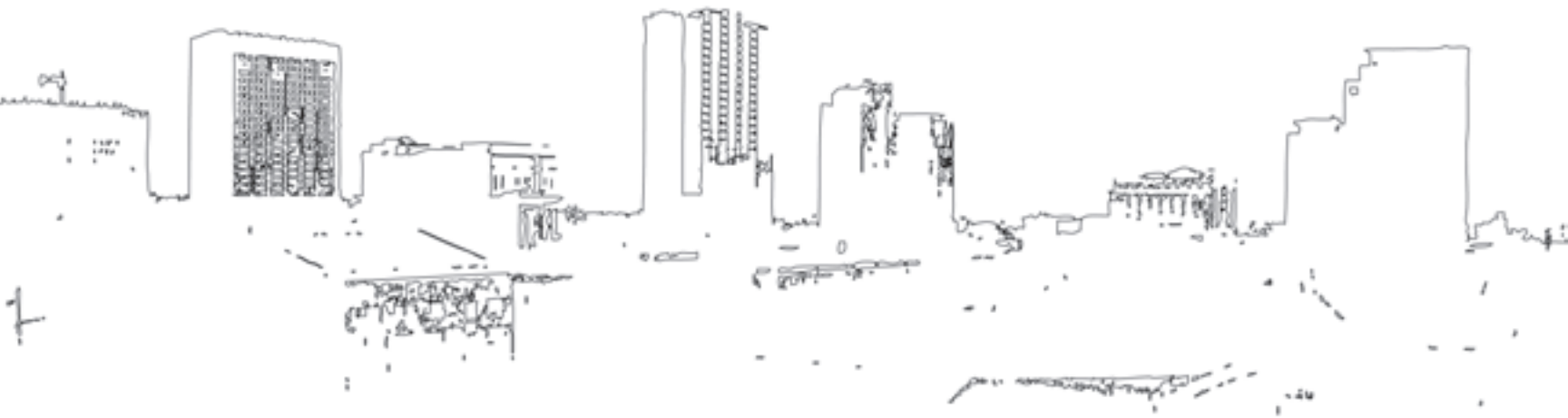
As part of monitoring and evaluation activities, ICs can be used to complement and validate officially produced data on development outcomes. To assess the accuracy of vital government statistics, civil society may be asked to corroborate or dispute the findings based on their work and activities.

Step Two: Develop tools and techniques for performance monitoring

Beyond assessing and analyzing statistics, civil society organizations, when resources permit, can also generate their own data to complement or dispute existing information. ICs are well-positioned to conduct monitoring activities to collaboratively assess government performance. Monitoring service delivery is a natural entry point given citizens and communities are the direct and intended beneficiaries.

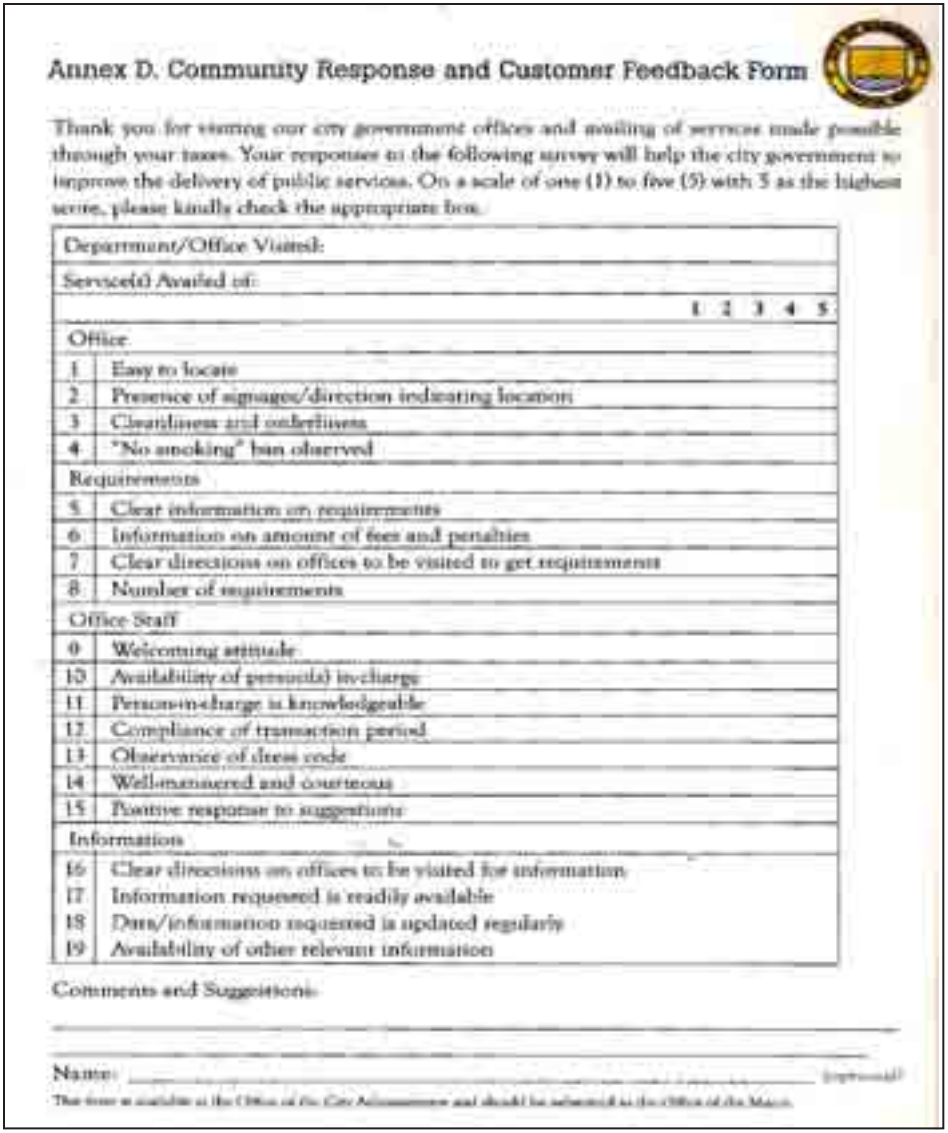
In assessing services, questions to ask include those related to their:

- Availability
- Access
- Acceptability
- Quality



City Example: Survey of performance in delivery of basic services by city government

The Dumaguete City IC conducted a convenience survey using the "Community Response and Customer Feedback Form" provided in the Citizen's Transaction Guidebook published by the City of Dumaguete and the Development Academy of the Philippines. The survey solicited feedback on the citizens' perception of the city department's performance in the areas of the physical office, information pertaining to requirements, service level of staff and availability of information. See sample form below:



Annex D. Community Response and Customer Feedback Form

Thank you for visiting our city government offices and availing of services made possible through your taxes. Your responses to the following survey will help the city government to improve the delivery of public services. On a scale of one (1) to five (5) with 5 as the highest score, please kindly check the appropriate box.

		1	2	3	4	5
Department/Office Visited:						
Service(s) Availed of:						
Office						
1	Easy to locate					
2	Presence of signages/direction indicating location					
3	Cleanliness and orderliness					
4	"No smoking" ban observed					
Requirements						
5	Clear information on requirements					
6	Information on amount of fees and penalties					
7	Clear directions on offices to be visited to get requirement					
8	Number of requirements					
Office Staff						
9	Welcoming attitude					
10	Availability of person(s) in-charge					
11	Person-in-charge is knowledgeable					
12	Compliance of transaction period					
13	Observance of dress code					
14	Well-mannered and courteous					
15	Positive response to suggestions					
Information						
16	Clear directions on offices to be visited for information					
17	Information requested is readily available					
18	Data/information requested is updated regularly					
19	Availability of other relevant information					

Comments and Suggestions:

Name: _____ (optional)

This form is available at the Office of the City Administrator and should be submitted to the Office of the Mayor.

Two fundamental reasons to encourage ICs and CSOs to coordinate among themselves are:

a) to minimize duplication and waste; and
b) to create a formal channel for effectively representing collective consensus among CSOs and their partners (government, donors and UN agencies).

Through the process of forming networks, CSOs can influence decisions and leverage their individual capacities. Networks provide a common forum for discussion and a mechanism for ensuring a process of quality control.

City Example: Achievements in Pasay City

Particulars	Changes
Individual members of the implementing organization;	1. Increased passion for the OSYs by working overtime until the task is accomplished. They even work during Saturdays when necessary, without additional pay. 2. Improved demonstration of public service by unselfishly giving of their time and services. 3. Showed developed sincere concern for the welfare of the OSY. 4. Improved ability to partner with various agencies
The mandate, objectives and performance indicators of the implementing organization;	1. Effectively communicated the strengthening of the families by encouraging them to join and participate in the achievement of the global MDGs by starting to attain the Family MDGs. 2. Showed in action the "bringing the government nearer to the people" approach by facilitating the conduct of community-based life skills training at the barangay level. 3. Improved targeting by measuring performance indicators based on the number of beneficiaries or recipients who accessed the services.
The partner organizations and target groups of the implementing organization.	1. Improved relationship with the LGU (narrowing the gap of coordination). 2. Enhanced capability to implement and manage community-specific programs/projects resulting to ownership and acceptance of responsibility and accountability. 3. The OSYs, the target group, after the training demonstrate willingness to participate and be a part of the solution not a problem anymore by becoming peer educators who would equip other OSYs as well.
The poor and vulnerable men, women and children in your city;	1. From none, now having presence of a conducive atmosphere or venue for regular focused discussions on issues, problems and concerns as well as relevant interventions for each target group. 2. From being just-waiting-for-dole-outs-beneficiaries, now partners for development and/or solution providers that accept, own as well as implement the program. 3. From lack of knowledge, skills (life and livelihood), positive attitude, now gained knowledge and life skills, acquired livelihood skills, some accessed formal education again and others landed jobs. 4. From inadequate income to increased income and reduced expenses. From no savings to increased savings. 5. From fragmented, notorious, unproductive gangs, now, working together to achieve a common task that promotes "Sa Kabataan, walang iwanan" attitude.

The City Government;	1. From lack of funds for the OSYs plight, now provided PhP 0.5 M for Year 2008 for the Pasay HOPES project. 2. From inadequate concern, now more focused attention through creation of conducive political and legal environment to sustain and support the program. 3. From lesser interest on monitoring, now highly emphasized monitoring and evaluation that indicate efficient and effective project implementation. Assigned CDO in partnership with IFP to oversee program and monitor the progress of the project. 4. Monthly monitoring encouraged a more transparent and accountable relationship among CDO and FBO.
Civil Society Organizations, NGOs and other citizens groups in your city;	1. From wider gap in terms of relationship with the LGU, now established-closer linkage for more open communication and better working relationship leading to appropriate interventions. 2. From lesser outreach, now wider reach due to LGU endorsement and support. 3. From small concentrated group of beneficiaries, now city wide scaling up for the provision of technical assistance, skills and training. 4. From limited influence, now greater community access on the inculcation of values of trust, responsibility and cooperation towards community development. 5. From non-resident beneficiaries of business firm's CSR, now specific-CBMS-based target beneficiaries for CSR ensured. That would result to more generation of jobs and income through implementation of medium sized enterprise projects.
National Government Agencies	1. From lack of coordination, now more enhanced coordination due to regular consultation meetings among local and national agencies resulting to stronger ties between the public agencies. 2. Minimized wastage of resources due to non-duplication of target beneficiaries. 3. Minimized politicking when it comes to provision of efficient and effective delivery of goods and services despite the differences in political affiliations.
Overseas Development Agencies such as the U.N.	1. Access accurate information of the true status or true condition of the target country through the reports provided by the LGUs (local government unit). 2. Efficiently facilitates the matching of technical needs and resources among "needy" LGUs and "resource" LGUs. 3. Promotes, endorses, shares best local governance practices from both foreign and national institutions. 4. Serves as repository of knowledge and acts as knowledge managers of applied best governance practices.

Lessons Learned: **Credibility of leaders is critical factor**

In Pasay City, the ideals and credibility of the initiator are key factors in generating support and acceptability. Having been initiated by the Faith-Based Organizations (FBOs), non-profit and apolitical entities, the project inherently had credibility from the start. Its ideals which were based on God-centered moral values (service) were acknowledged and respected without question. From this experience, it was recommended that the total participation of FBOs -- which includes the Roman Catholics, Iglesia ni Kristo, Protestants, Born-Again, other religious sects and Moslems who are willing to offer their facilities or even their equipment for the project and beneficiaries -- be fully harnessed.

Getting the recipients involved in all stages of the program empowers them and creates in them a sense of community. The project concept was, at the outset, carved out of social and economic needs with the community as the collective implementer and beneficiary. As such, the program consistently harnessed and utilized community involvement in all stages, which inspired and empowered them and made them feel they truly are important actors of local governance. This instilled in them a strong sense of ownership of the program and community.

Mayor Peewee Trinidad addressing IC members and other stakeholders
© UN-Habitat / Cris Rollo

Challenges Encountered:

The different human dynamics of the people involved, and the existing bureaucracies, not only in public offices, but even in private institutions and organizations, present challenges to the project.

On human dynamics: The different dynamics that played out with three different groups of actors in the course of the project implementation included: First, with the Integrity Circle: Because the invited members of the IC have long been in social development, and because involvement in this kind of movement or engagement entails a big part of personal commitment, the initial response to the creation of the IC was mixed. On one hand, people were really excited and enthusiastic about it. On the other hand, people questioned the creation of another group that has been done before, or is also being done. Their concerns focused mainly on the objective of the group being created and the difference of this new group. Another challenge encountered is that other people will try to impose their own intentions/ interests and values on the group, especially during the time that the group is still trying to create its identity. Lively discussions and even arguments may occur during the initial series of meetings. A leveling off of personal contexts is always necessary. Meetings and discussions are always venues to surface out these concerns, and also bring to fore rich ideas on the engagement and other relevant matters.

On existing bureaucracies: The bureaucratic set-up may have something to do with their general attitudes and how they interact with outside groups. There has always been bureaucracy in common transactions, such as sending communications to the Local Chief Executive or to other departments, and following up of transactions. Most often, there was expected delay because communications went through many channels before reaching the person concerned. There is always a "courtship" period with government partners wherein the IC tries to establish a functional yet friendly relationship with one another. Once this openness is established, exemplary enthusiasm and commitment of some LGU personnel surface. They go out of their way to extend whatever assistance they can. It is encouraging that these "frontliners" also express their high dreams for the city, its development and for the service that they are doing. They are quite frank as to the quality of government service and are honest to acknowledge their limitations; at the same time, they are able to suggest possible resolutions or plans of action to these concerns. It is also affirming to experience their openness for collaboration. They welcome partnerships with other institutions, the academe, and other stakeholders, which suggest that indeed there are paradigm shifts.

On clients or beneficiaries: Mobilizing the general citizenry to work for their own development also took its own process. There were still a majority among the communities who would just passively wait for assistance or forego critical social consciousness. Mostly, there was a need for a leader who could facilitate discussions and motivate them to participate. It also helped when that leader possessed a certain charisma that appeal to the emotional nature of Filipinos.

Working for social development entails so much of giving of the self, whether it is executing technical functions or establishing partnerships. It can be concluded that the personal "x-factor" has a great bearing on the implementation and really working for the long-term outcome of such projects. It entails the personal commitment and conviction of those who work for development and for the people's welfare. This kind of work requires one to critically read the signs of the times and be courageous in facing challenges.

Pasay City Project Management Team
© UN-Habitat / Cris Rollo

B. Establishing dialogue and feedback mechanisms

1. Identifying and reviewing issues for citizens-government dialogue

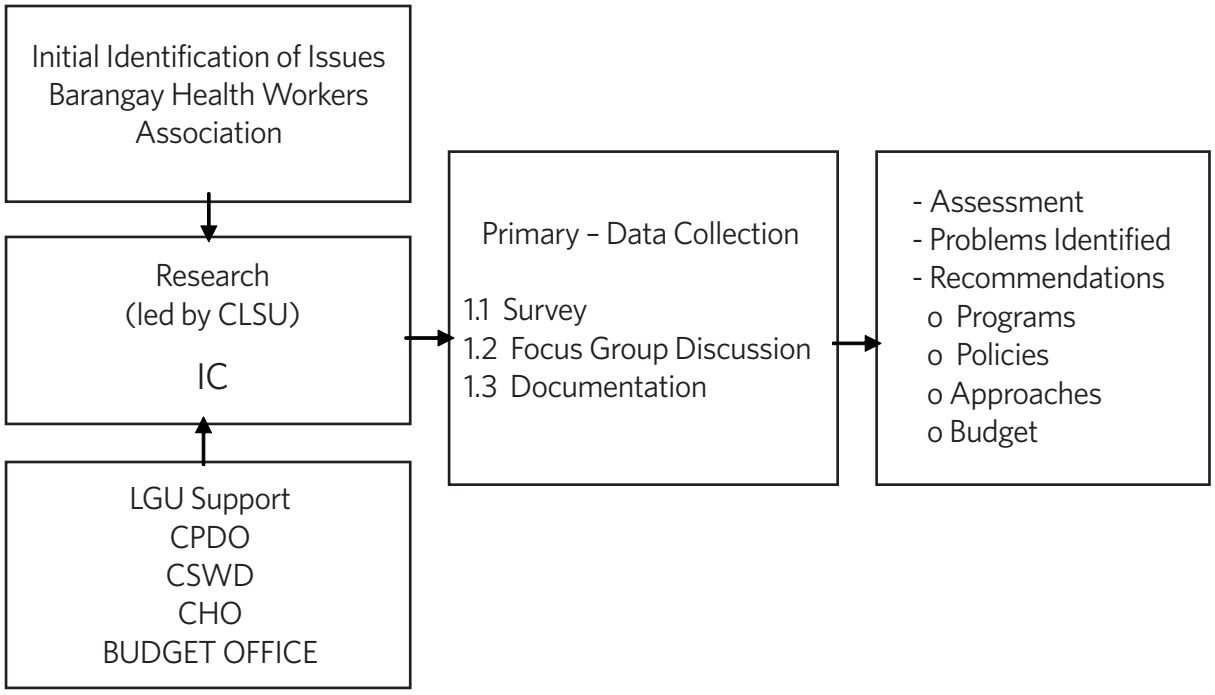
Elaborating issues involves a process of highlighting issues, showing how they are manifested and perceived, illustrating the variety of ways in which such issues have been or could be addressed (including from global "good practice"), and setting the stage for an informed and constructive debate. No "ready solutions" or quick answers are given but instead available knowledge is summarized which lays the foundations for both general and detailed discussion during city and community consultations.

Building collaboration and forging consensus is a core participatory activity, which generally takes place through a broad-based consultation. The consultation brings together key stakeholders (public, private and community) to jointly debate identified key issues, reach a consensus on the issues to be immediately addressed, and agree on participatory institutional arrangements to continue the process after the consultation. These arrangements usually involve the forging of partnerships to:

- further identify, review and expand upon those issues agreed to be of priority concern;
- mobilize additional actors at different levels and agree on a methodology to involve them through cross-sectoral working groups;
- agree on mechanisms to strengthen institutional coordination; and
- mobilize social and political support to obtain the commitment necessary to operationalize cross-sectoral working groups with institutional coordination mechanisms.

City Example: Gathering data for informed discussion and dialogue

A challenge met by the IC members of the Science City of Munoz was the lack of necessary data intrinsic to the project. The IC followed the following process to identify and review issues for citizen-government dialogue:



City Example: CBMS survey to establish baseline data

In Tuguegarao City, the Barangay Tagga IC decided to conduct poverty profiling using the Community-Based Monitoring System (CBMS) as basis for identifying the development needs and priorities of the barangay and use the information for development planning and monitoring. Trainings for enumerators were conducted for 18 enumerators who acquired the capacity to conduct community profiling. The CBMS survey covered the 249 households in the barangay. The results and findings were used by the IC in monitoring the MDG targets and participate in community activities that respond to these targets. The barangay council used the CBMS information for annual development planning.

Meeting of the Tuguegarao City IC
© SPUP

City Example: Identification of focus

The Xavier University-led IC of Cagayan de Oro City followed the following meeting format for the identification of issues during an IC meeting:

- Preliminaries
  - Attendance Checking
  - Opening Prayer
  - Video Presentation of the MDGs
  - Minimum Basic Needs (MBN) data were used to provide information-based assessment of issues.
  - The project through the Integrity Circle does not only seek to sustain the electoral involvement in May 2007 but also facilitate enhancing each participating individual's and unit's potentials as they share their respective skills and knowledge in their field of expertise.
  - The CDO team would take on the environment (MDG 7) as an area to focus especially because the increasing problem of urban garbage is a felt need of the city.
  - Succeeding directions may include the creating a 3-year development plan that will sustain the project beyond its timeframe. The perceived advantage is that the people behind the structuring of development plan would have a collective experience and the end of the three years would be the onset of another national election.
  - The inclusion of more academic institutions and NGOs in the Integrity Circle was recommended.

- Sharing of Experience
  - MMC – Macajalar Bay Management Plan
  - PUVeP – Solid Waste Management

- Comments from the projects presented
  - The projects are possible points for convergence. There was more work to be done since the environment is just one area although it cuts across all MDGs.
  - On the commitment of the institutions present in the project:
    1. MMC committed to the project since it was also in the process of formalizing its alliances
    2. PUVEP recommended that the project will level off first with the LGU and understand their existing efforts on the localization of the MDGs as well as any existing efforts on the environment.
    3. Media can help in the promotion of the campaign efforts.

- On assessment of the existing project in the barangay they are involved in:
    1. MMC already has tool for assessing existing project and the data gathering is on going
    2. PUVEP was already in the barangay level implementation
- On the mechanism to replicate/marry the initiative, coastal management and SWM may be replicated in specific areas where there is a felt need and concern on the environment. The IC should inquire on the priorities of the city government, know their agenda, and monitor their project.
- The IC is responsible for facilitating the dialogue mechanism. To commence the project, the group chose just one area where a model will be implemented.
- Signing of Pledge of Commitment
- After the discussion, the participants of the meeting pledged to be part of the Integrity Circle and committed to share their resources and knowledge and skills in their respective field of expertise.

City Example: Use of existing information and tools

Pasay City used Hazard, Risk and Vulnerability Assessment (HRVA), CBMS results, Rapid Family MDG Assessment (RAFMAS) and City Consultation (CC) tools and processes to educate and inform the potential partners/ stakeholders as well as the OSY- beneficiaries. These tools became the factual basis for discussions, analysis and decisions. It was important to recognize and institutionalize through legislation all pre-project implementation activities and pre-assessment methodologies such as HRVA, Household Surveys (CBMS, RAFMAS, etc.) before starting the project.

Meeting of the Pasay City IC
© Pasay City

2. Deciding on priorities, focus and theme

A baseline is a starting point for measuring performance and evaluating results. The baseline is part of an overall situational analysis that considers the city's and community's political, demographic, economic, and historical trends. Ideally, identification of issues, challenges and priorities should be guided by information. A baseline is a good starting point for knowing the current status and position which could be the reference for future monitoring and updates.

City Example: Taking off from previous experience and integrating current efforts

In Cagayan de Oro City, the IC decided to work on a concrete environmental engagement. As a Local Environmental Planning and Management (L-EPM) program has been instituted in the city, a review and understanding of the L-EPM as take-off point in designing the environmental engagement was done. The participatory process of the L-EPM Project was able to produce a comprehensive City Environmental Profile (CEP). The stakeholders also drafted proposals for environmental projects/ programs which were included in the city's Comprehensive Land Use Plan (CLUP). One of these programs was the Solid Waste Management (SWM) Program, implemented at the city level and piloted in selected areas at the barangay level. From these existing programs, the Integrity Circle was able to identify a concrete engagement in the chosen site which is Barangay Tablon.

The L-EPM Project *aimed to capacitate the LGUs to replicate innovative and good practices and tools in improving local governance particularly in the area of local environmental planning and management The contexts of the projects were extracted from the linkage with the City Local Environment and Natural Resources Office through the special project coordinator, Ms Jocelyn Salcedo, who was a member of the IC. She expressed interest in collaborating to strengthen the citizens' component in their present efforts to improve the SWM in a selected pilot barangay in the city.*

Meeting of the Tablon community-level IC
© UN-Habitat / Cris Rollo

3. Developing strategies and programs

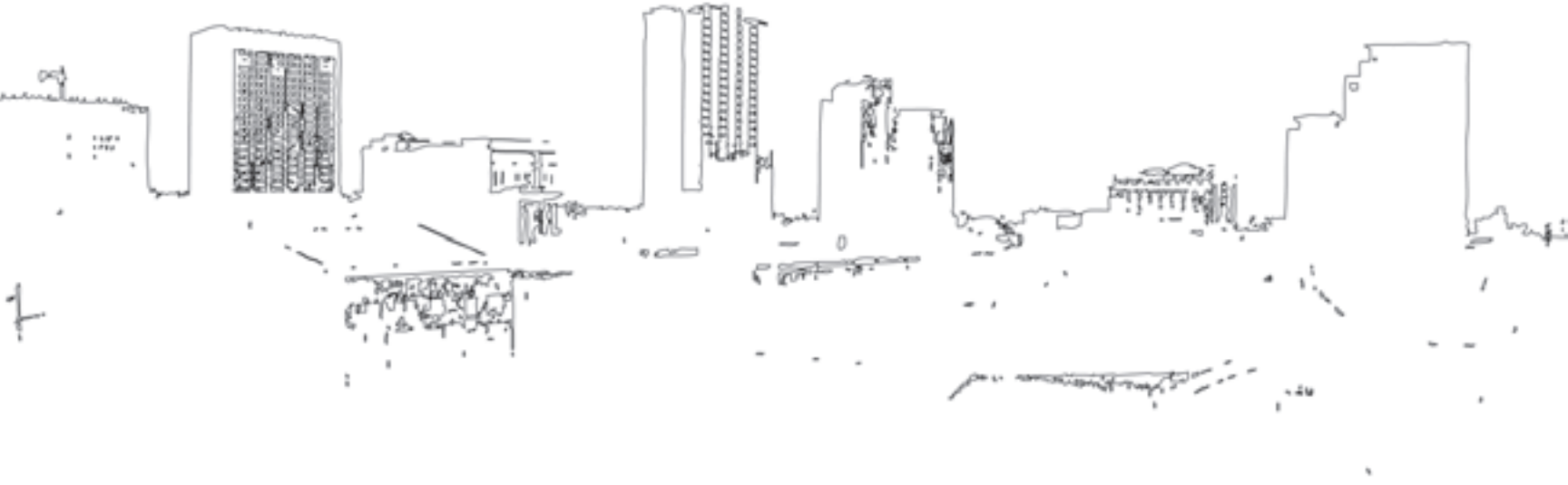
Tracking progress toward local MDG targets involves looking at the full range of indicators for assessment – process, input, output, outcome and impact – and determining entry points for the IC to engage in the monitoring process. As an activity, its value is in helping to hold governments accountable and to further influence policy at the local level.

Community monitoring informs the tracking of development outcomes of national policies while simultaneously functioning as the main mechanism for assessing local performance. The IC can be brought into the earliest stages of the local planning process and extend their roles into tracking the results of policy decisions (i.e. service delivery). By engaging communities in monitoring, a long-term, sustained and institutionalized space for civil society can be created in the local development process.

Common mechanisms include:

- citizen report cards
- performance-based and community budgeting
- social audits
- citizens charters
- transparency commissions.

Each of these can be combined with the others, either concurrently or as a follow up step.



City Example: Formalizing citizen participation in official governance processes

In Tuguegarao City, local tools and technologies were used in the promotion of transparency and accountability at the city level. These include: 1) internal auditing, 2) external auditing by the city government conducted twice a year, 3) periodic monitoring and evaluation of action plan, 4) consultation with constituencies twice a year, 5) dialogues whenever requested, 6) twice a month council meetings, 7) regular submission of reports, 8) documentation of activities, 9) access to information regarding barangay records, and 10) education and training on certain public procedures and processes.

At the barangay level, a resolution for good governance was passed by the Tagga barangay council containing, among others, a provision allowing the Integrity Circle members to observe barangay council proceedings as well as other local government and community activities. The barangay council meetings, held twice a month, are community feedback mechanisms where constituents raise community issues and generate solutions in a participatory manner.

BARANGAY TAGGA
TUGUEGARAO CITY, CAGAYAN

RESOLUTION NO. 1

WHEREAS, United Nations Human Settlements Programme (Implementing Partner) and St. Paul University Philippines (Responsible Party) have entered into a Memorandum of Agreement for the city-level implementation of CALL 2015;

WHEREAS, CALL 2015 or project Citizens Actions and Local Leadership to Achieve Millennium Development Goals in 2015 aims to promote transparent and accountable governance in meeting the MDGs by 2015 through the engagement of citizens, especially women, in instituting accountability in selected local government units in the Philippines;

WHERAS, CALL 2015 is expected to organize and capacitate MDG Integrity Circles composed of local citizen groups, establish citizens-government face to face dialogues and voice mechanisms and demonstrate and replicate sound MDG practices that promote transparency and accountability;

WHEREAS, upon the recommendation of the Tuguegarao City Government, the local government unit where CALL 2015 will be conducted in Tuguegarao City is Barangay Tagga;

WHEREAS, Barangay Tagga Council supports transparent and accountable government and the realization of the MDGs by 2015 as well as the involvement and active participation of women and local citizens in policy-making and decision making;

WHEREAS, Baranagay Tagga Council supports CALL 2015 and hereby allows the CALL 2015 Integrity Circle {city-based and community-based} to determine the localization of tools and technologies in the promotion of transparency and accountability and further permits the same to observe all community activities related to the MDGs;

NOW, THEREFORE, for and in consideration of the above premises, this resolution is hereby approved this 19th of January 2008 at Tagga, Tuguegarao City, Cagayan.

SIGNED:

Basilio Malammu Jr.
Brgy. Captain

Councilors:

Calixto T. Melad

Ma. Corazon D. Maguigad

Venancia M. Paragua

Mario B. Gallibu

Anselma M. Pagalilauan

Visitacion A. Gonzales

Leonarda L. Maribbay

Angela M. Bacud
Brgy. Secretary

Juliana G. Laggui
Brgy. Treasurer

Lenie C. Buguina
SK Chairman

City Example: Academic-oriented programming

The Dumaguete City IC was primarily led by academics and the activities planned for the project were integrated into the university's programs and activities. This integration was reflected in the planned and organized activities for CALL 2015 as follows:

1. Local Mainstreaming Human Rights and Gender, a regional seminar-workshop. This was an advanced training of trainors.
2. National MDG Summit for Young Leaders with Senator Lacson and Prof. Leonor Briones as speakers on good governance, attended by 900 students and faculty members from all over the province and country.
3. A survey on Community Response and Customer Feedback. This was a convenience survey among Dumaguete City residence on the delivery of public services. Done by Dr. Pablito A. de la Rama, Ms. Edelina Arbas and Prof. Carlos M. Magtolis, Jr.
4. Development of a Syllabus or Module and Outline on Good Governance
    a) Module on Good Governance
    b) Course/Lecture Outline on Improving Public Service Delivery
5. Writing of and distribution of "A Statement of Concern of Members of the Silliman University Community", which responded to the prevailing issues surrounding the NBN-ZTE corruption scandal.
6. Seminar-Workshop on "Dumaguete City's Vision, Mission and Core Values and Public Governance System".
7. Hosting the annual conference of the Philippine Political Science Association. The Conference will focus on good governance.
8. Three Integrity Circle members – Gemma Plasabas, Mr. Raygan Garcia, Carlos Magtolis, Jr. and President Ben Malayang III, attended the Annual Meeting of the Knowledge for Development Center (KDC) in Tuguegarao City on April 21-25, 2008. It tackled such topics as "Procurement Reforms", "Government Procurement Policy", and "Government Procurement Reform Act". There was also exchange of experiences in the implementation of the CALL 2015 project between the Dumaguete City and Tuguegarao City IC partners.
9. School of Public Affairs and Governance organized the Summer Leadership Institute. Designed for local chief executives of Negros Oriental, the Institute will focus on good governance.
10. MDG-Integrity Circle meets every last Thursday of the month.

City Example: Developing a framework for implementation

The Cagayan de Oro City IC developed an "appropriated framework" to guide project implementation. The CDO IC performed its citizens' mandate to engage with government, more as a partner that can complement and help facilitate better public services, rather than taking an adversarial position

A significant guiding point in the framework is the emerging need for convergence. Despite intensive and extensive efforts at developmental work, be it through LGU efforts, NGO initiatives or fund-driven projects, there was always something lacking or not sustained especially by the community themselves. New problems emerged from those that were supposedly addressed. Problems were not isolated from each other, and could not be resolved at the symptomatic levels. Thus, converging and sharing resources and responsibilities were ways to creating a bigger impact in the complex social problems. Bringing the government together with the civil society – academe, NGOs, business, church and media, brought about a multi-disciplinary approach to discussing and tackling problems and coming up with resolutions.

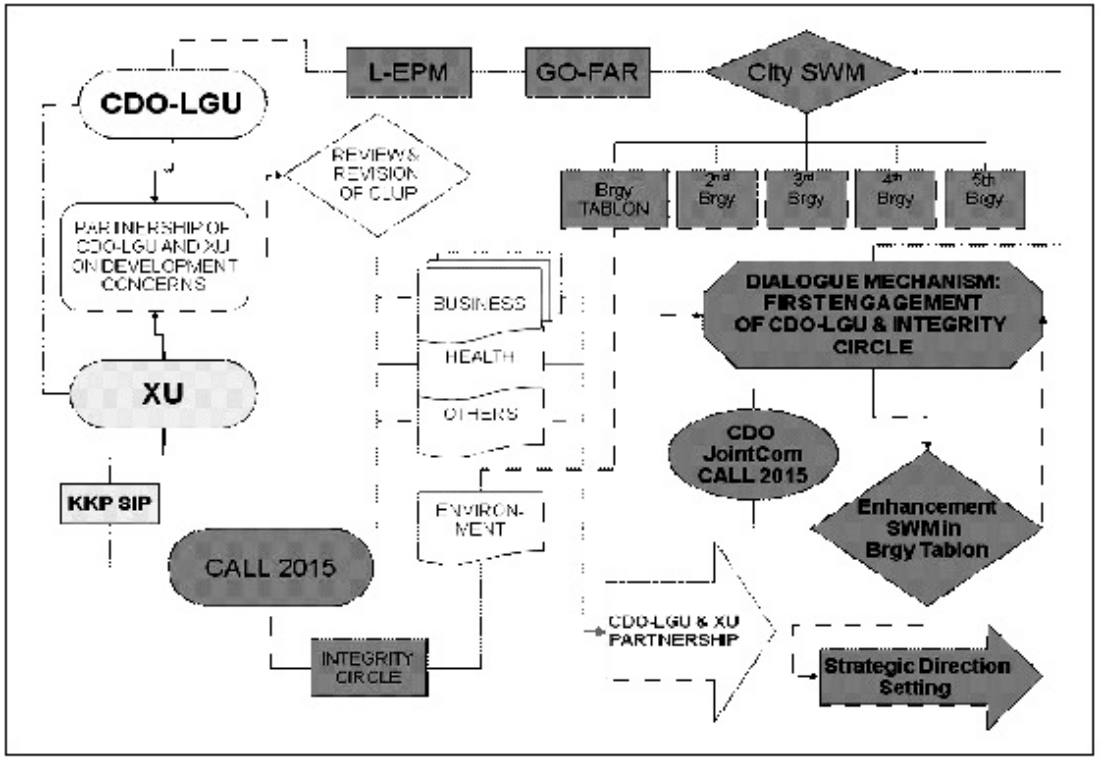


Fig 2 Project implementation flow

A 'schematic diagram' of the flow of the Project implementation was drawn up to incorporate the short-term project within the parallel efforts of XU.

The very core of the engagement is anchored on the partnership of the CDO LGU and XU as an academic institution. Through this partnership, it was agreed that the Comprehensive Land Use Plan (CLUP) and its upcoming scheduled revision is one opportunity for engagement.

In the process of establishing the dialogue mechanism, the Joint Committee worked on the enhancement of the Barangay SWM Program of Brgy. Tablon which was the partner community. The data from the barangay-level engagement served as input in the feedback and dialogue. The continuing dialogue provided the forum for various concerns that can be discussed by the body.

Suggested basic steps in enhancing the SWM implementation:

- Assess the present status of the barangay SWM – identify and include institutions and other groups in the barangay: public and private schools, churches, women's group, citizens' groups, industries and others
- Conduct community consultations for assessing and planning improvements
- Suggested structures of operationalization
    - o Barangay multi-stakeholder group/ SWM committee (Note: depoliticizing of the program through the involvement of other institutions)
    - o Pass necessary ordinances; reinforce implementers with policing powers
    - o Establish facilities – Barangay collection system, MRF, compost pit Ecosan / Urine Diverting Dry Toilets (UDDT)
    - o Education: house-to-house, institutions: schools, churches, other institutions present
    - o Intensive house-to-house participation and involvement: segregation and recycling
    - o Linkages – Buyers of recyclable materials; the Academe to help develop products made out of recyclables; other government agencies, like CLENRO and CPSO, that can offer technical expertise/ capability-building
    - o Monitoring
- Programming/ planning

4. Designing dialogue and feedback mechanisms

Pre-conditions for effective engagement of CSOs and ICs in monitoring include:

- o A favorable environment for participatory policy processes – political will, legislation with a clear policy for civil society engagement
- o Institutionalized platform for government, civil society, private sector & donors dialogue and partnership:
  - o social partnership agreements;
  - o inclusive working groups, approval committees, public forums at local and national levels.
- o Clear MDG monitoring, evaluation & information systems in which CSOs and ICs are key actors
- o Efficient and timely information flow and communication

Dialogue with the city mayor in Cagayan de Oro City
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City Example: Following through election campaign promises

In Cagayan de Oro City, a window of opportunity for citizens-government dialogue opened with the newly elected City Mayor who took part in the Covenant Signing during the Candidates' Forum for the May 2007 election where they pledged to follow democratic governance principles. The consolidation and strengthening of XU's social development tracks and the open atmosphere of the city government combined to push the CALL 2015 project forward in slow and deliberate steps toward its goals.

To formalize its interaction with the local government, follow through with the election promises and ensure support for the project, the Integrity Circle formally drafted a letter to the City Mayor. As a result of the official communication with the Mayor, an Executive Order (EO) was issued to recognize the partnership for the engagement, to officially designate the government personnel that will sit in the Joint Committee, and to appoint the LGU representatives to the dialogue mechanism.

CDO Mayor Constantino Jaraula addressing the IC
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5. Conducting citizens-government dialogues

City Example: Working with government

In Cagayan de Oro City, a Joint Committee composed of the core group of the Integrity Circle and the technical working group from the city government was formed to collaboratively design and implement the concrete environmental engagement. The first meeting of the Joint Committee was dedicated to leveling off between the two parties. At this meeting, the government counterparts validated the initial data gathered by the IC.

The Joint Committee jointly agreed to go to the barangay level first to consult with the LGU and with the community before specific activities were scheduled. In this participatory process, the community stakeholders had a say on what ought to be done, and enabled the people to determine the course of action to resolve concerns affecting them. The representatives from CLENRO and CPSO suggested possible government personnel and officers who could be invited to the dialogue mechanism. A barangay leader committed to work out an appointment with the Barangay Council so that the engagement may be presented to the Barangay LGU formally.

The end-of-project culminating activity can be used as a reporting and dialogue mechanism where all participating stakeholders engage the duty-bearers and other claim-holders in productive discussions. For the CALL 2015 project, the city mayors of 4 of the 5 cities actively participated in the activity. In the case of Pasay City, the mayor decided to allocate P500,000.00 to support the HOPES program during the said activity in front of all the concerned sectors. (See Annex B.1.a for the design of an end-of-project activity.) In Cagayan de Oro City, the mayor suggested directions where the IC can focus their efforts and commended the government officials who participated in the IC activities. In Tuguegarao City, the mayor challenged the IC to evaluate the city government's performance and challenged the other barangays to replicate the Barangay Tagga experience. All the mayors affirmed their support for transparent and accountable governance initiatives of the ICs and pledged to work with them openly.

City Example: Meeting of citizens with local chief executive and local officials

In Pasay City, the project activities enriched the regular meetings with the Mayor and TESDC. The four integrity circles met with the Pasay local government representatives to present the End-Progress Report through a dialogue. The youth convergence or the Bayanihan People's Congress held with the active Peer Educators Training graduates, Peer Educators and youth organizations/gangs/group members allowed LGU officials, including the mayor, to meet with and hear the concerns of the OSYs. The OSYs learned more about LGU policies and services and had a "voice" in the development of their community which operationalized participatory governance in action.

End-of-project report presented by Bishop Daniel A. Balais, IFP Chairman
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6. Monitoring and communicating results of dialogues

The ICs involvement in the development process should not stop once policy has been formulated. Rather, active and meaningful involvement in monitoring and evaluation can and must take place on behalf of the sector in order to ensure continued progress, policy improvements, and ongoing broad-based participation. Engaging in monitoring and evaluating activities affords ICs an additional chance to hold governments at all levels accountable for the effective implementation of policies. Monitoring is a continuing function that aims primarily to provide the main stakeholders with early indications of progress, or lack thereof, in the achievement of the project's objectives, often measured against specific indicators and/or benchmarks.

The following activities can be done for monitoring and reporting:

- Critique official reports.
- Draw attention to specific issues and groups.
- Validate community level information.
- Local MDG monitoring.
- Monitoring performance (scorecards, etc.).
- Informal reporting in conflict and crisis situations.

ICs should be capable of complementing and validating official source information. National-level sources and independent research institutes and international surveys such as the Social Watch MDG Monitoring Reports are good starting-off points for involvement in monitoring activities.

Access to information is key for developing monitoring skills. To effectively monitor MDG progress, ICs and CSOs must know the basic channels for finding out related information:

- Which upcoming monitoring and evaluation activities are planned? When?
- What groups have been already asked to participate?
- Which national experts can help to analyze the results?
- Which local and national media sources collect and disseminate related information? Who are the individuals that should be contacted?
- Which development partners can provide support? What are the types of training materials that they have available?
- What ongoing initiatives in the country could be leveraged to encourage civil society's engagement in monitoring?

Community feedback can be used to validate the accuracy of vital government-produced statistics, such as enrolment data, public expenditure tracking, and others. For this reason, ICs and CSOs are especially suited to monitor MDG progress at the local level, where national or regional-level data may not accurately reflect the development needs or progress.

Civil society can enrich the policy debate by using monitoring and evaluation activities to identify breakdowns in service delivery and recommend alternative policies that address these gaps. Also, adding an independent and objective player to the process helps to make national development policy and progress more legitimate, particularly in the eyes of external actors such as international donors. Empowerment and broad civic participation also result from such activities.

City Example: Monitoring through perception surveys

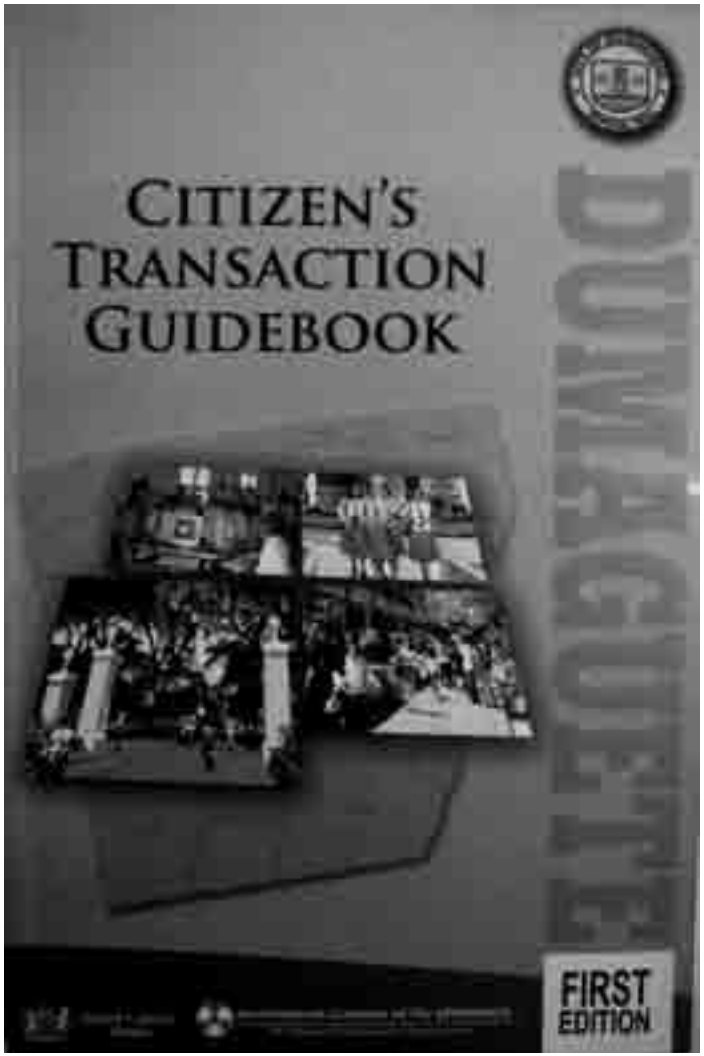
In Dumaguete City, the focus of the Integrity Circle is the monitoring of the delivery of basic services by the city in light of the recent publication of the Citizen's Transaction Guidebook. The guidebook contains information on 72 selected services provided by the city government and identifies persons responsible, explains the role of clients and clarifies the processes involved in obtaining the services. The initial print of 200 copies was distributed to the 30 barangays, all schools in the city as well as to major business establishments.

A survey was conducted to get information on the quality of government service. The 1-page survey questionnaire, found at the last page of the guidebook, was distributed to "walk-ins" in government offices, barangay leaders and TESDA scholars. Out of a total of 500 questionnaires, 300 have been responded to covering 15 city departments/ offices. (See Annex B.1.c for the survey design and methodology.)

Of the 21 key offices of the city government, 15 have been surveyed. Almost all (13 of 15) the offices registered "Excellent" or "Very Good" ratings with one receiving "Good" and another "Fair". While the overall rating of the city is "Very Good", there is the challenge of improving the performance of certain offices and raising the overall level of performance of the city to "Excellent". The Permit Section is the most problematic with a rating of "Fair". The survey was taken in October 2007. It was learned that the office's performance is also dependent on the performance of other offices releasing permits. There is a one-stop-shop process observed every January which addresses many of the areas for improvement in the office's rating. The group suggested making the one-stop-shop event every month instead of only every January. (See Annex B.1.d for the Survey Results.)

Dissemination to the general public was conducted such as the barangay orientations on the survey results to share and validate the survey results as well as inform the citizens on the state of public service delivery of the city government. Suggestions on how to sustain the monitoring mechanism were solicited during these orientations. The team also conducted a series of seminar-workshops on good governance utilizing the results of the survey. A curriculum on good governance was developed and integrated into the public administration course of the university.

The initial survey on the delivery of basic services by the government was sustained and conducted regularly. Reporting of the results was planned to be done together with the MDG Monitoring Report of Social Watch. Even with the regular survey, a more dynamic feedback mechanism aside from the regular surveys would be established.



Participatory monitoring can be very helpful in promoting broad community ownership of development initiatives. The process should:

- Establish monitoring and evaluation responsibilities for different community actors.
- Emphasize differences in roles.
- Monitor community activities and development projects.

Members of the IC should be assigned monitoring responsibilities. The following activities may be followed:

- Decide who will be responsible for each task and when it will be accomplished to monitor the process and outcomes.
- Outline how the roles relate to the duties assigned to government monitoring bodies (committees, line ministries, the national statistical office, etc.) and the community's monitoring committee
- Determine who will be keeping the project on tract and checking to see responsibilities fulfilled.
- Draw up a "to-do" list to operationalize the monitoring plan. Many of the tools and techniques – citizen report cards, participatory budgeting, and citizen audits – can be used to carry out different components of a project plan. These should be noted on a matrix showing community monitoring tasks.

Monitoring tracks indicators that capture policy outcomes, impacts, inputs, outputs and process. A standard evaluation considers the effectiveness and efficiency of a policy by comparing its cost and performance to alternate uses of the same resources.

Through these two channels, citizen feedback can be used to gauge a policy's impact as well as any unanticipated consequences. To monitor policy inputs, public expenditure tracking surveys can allow communities to follow funds from budget allocation to their intended purpose. To monitor policy outputs, citizens' report cards can evaluate access to and the quality of services provided. The public service survey conducted by the Dumaguete City IC is an example of monitoring improvements resulting from a specific intervention—the publication of the Citizens' Transaction Guidebook.

City Example: Reporting on outcomes

It is important to report on the actual progress and outcomes of the IC projects. In Pasay City, the IC reports progress as follows:

Pasay HOPES Progress Report (As of Nov 2007)
1. H for HIV/AIDS prevention thru Life Skills Seminar.
   - No. of Life Skills Training conducted: 54
   - No. of Peer Educators: 2,063
   - No. of Life Skills Trainers: 32
   - No. of FBO / YO partners: 7
2. O for Outsourcing livelihood skills.
   - No. of livelihood trainings graduates: 554
3. P for Placement of jobs or gainful employment:
   - No. of persons employed through the project: 241
4. E for Education thru Alternative Learning System (ALS).
   - No. of PET graduates referred to ALS: 228
5. S for Sports, culture and arts development.
   - No of PET graduates who access sports development: 572

Meeting of Pasay City IC
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7. Institutionalizing and sustaining feedback mechanism

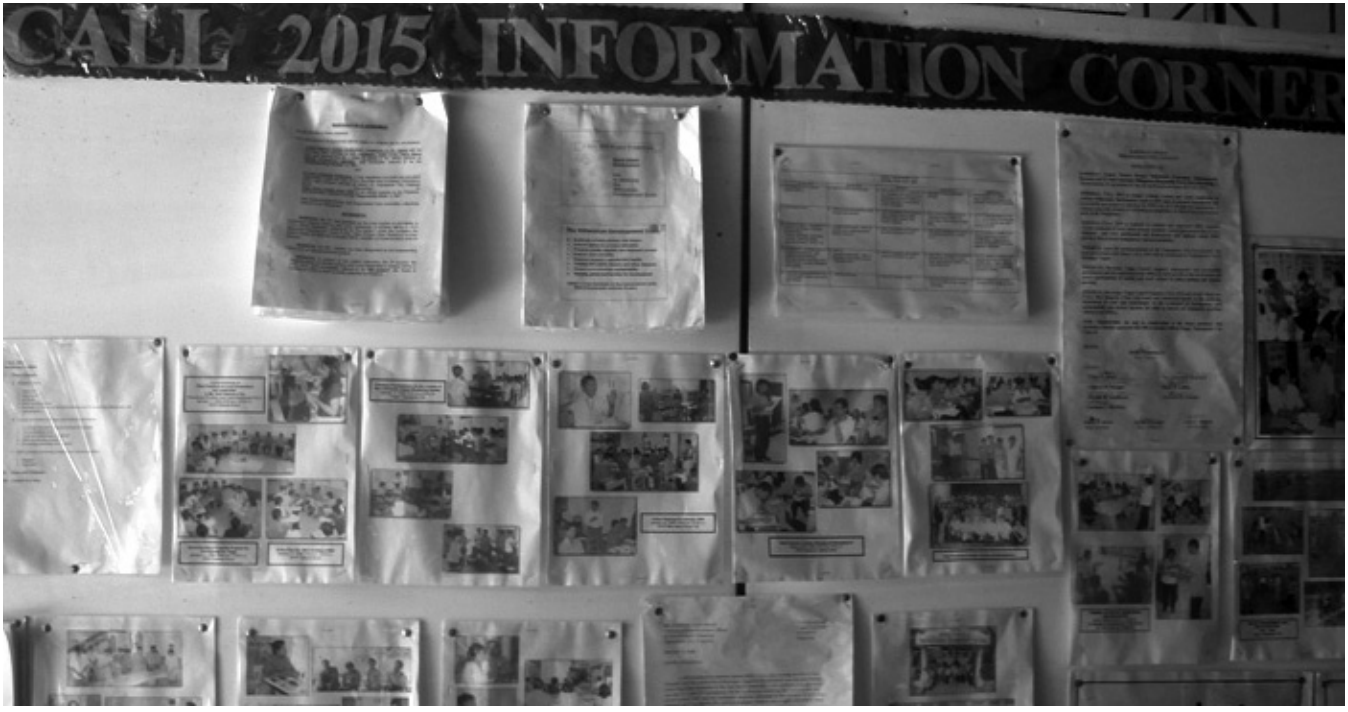
Institutionalization is about "building in" new participatory decision-making processes so that they become, for all stakeholders, the normal "way of doing things." Institutionalization ensures wide understanding, acceptance and sustainability of the participatory decision-making process through routine application. Institutionalization is about making steady and gradual changes in people's understanding and acceptance of the principles of participatory governance. Its basic approach is to build incrementally upon achievements (e.g., city consultation, working groups, demonstration project, etc) to make these into familiar and repeatable day-to-day practices.

The following general steps, although shaped by local factors, may be followed in institutionalizing participatory governance:

- strengthening existing institutional structures in order to improve their effectiveness in planning, management, and coordination among different sectors and actors; only where necessary, create new institutions to accommodate special requirements - both technical and managerial - not covered by existing institutions;
- changing or adjusting mandates of existing institutions in order to integrate new functions and roles;
- identifying and tasking 'anchor' institutions to take the lead and provide a 'home' base for particular activities or phases;
- linking to established strategic policy instruments such as annual budgeting, human resource allocation, sectoral work programming, etc.;
- developing skills necessary to support and routinely apply the process e.g. information collection, negotiation, facilitation, strategy formulation, action planning, project management, etc.;
- modifying legal and administrative frameworks to enable a procedural framework for smooth and effective functioning of institutions;
- providing funds to support expenditure and equipment for capacity building and sustaining the framework, primarily through public budgetary provisions or allocations;
- maintaining knowledge support and a learning process, for example through documenting and evaluating lessons of experience and building collaboration with local research or consulting establishments.

City Example: Establishing an Information Corner

In Tuguegarao City, the Barangay Tagga IC installed a CALL 2015 Information Corner inside the barangay hall as a public information bulletin where citizens can update themselves on the CALL 2015 and other development projects and community activities and where they can participate. This activity was heavily participated in by the women leaders in the community who prepared the materials for display. The CBMS-generated MDG baselines are also displayed for everybody's reference.



CALL 2015 Information Corner in Barangay Tagga, Tuguegarao City
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City Example: Sustaining dialogue and feedback mechanisms

In Pasay City, among the Citizens-Government dialogue and voice mechanisms established were:

1. Strengthened HOPES program. HOPES is an integrated behavioral and structural intervention for the OSYs aimed at establishing youth-friendly functional knowledge, learning and information centers (KLIC) or initially establishing community-based life skills training networks. HOPES stand for:
   - H for HIV/AIDS prevention thru Life Skills Seminar.
   - O for Outsourcing livelihood skills.
   - P for Placement of jobs or gainful employment.
   - E for Education thru Alternative Learning System (ALS).
   - S for Sports, culture and arts development.
2. Technical Education and Skills Development Committee (TESDC) meetings focused on the provision of job interest assessment, livelihood skills training, technical assistance and TESDA Certification
3. Regular Monthly Coaching for Senior Life Skills Trainers to sustain the provision of life skills training for the city's OSYs
4. Presentation of End-of-Project Report (EPR) to LGU executives by selected representatives from the four IC. As a result, the city government affirmed the OSY project by including a budget of Php500,000 in the 2008 Annual Investment Plan (AIP).

Pasay City IC
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City Example: Identifying sustaining mechanisms

The Cagayan de Oro City IC proposed the following mechanisms to sustain citizens' engagement with the local government:

1. Conduct the formal Dialogue on the Solid Waste Management Program: Barangay Tablon Experience.
   Expected output:
   a. Mechanisms and policies that can improve the implementation of SWM, both at the barangay and city levels
   b. Modeling of SWM implementation that can be template to be adopted in other barangays in CDO.

2. Regular Dialogues – City LGU with the Local Chief Executive, Xavier University, and partner institutions and communities
   a. Facilitate the XU-CDO LGU partnership already on the process of being established; regular meeting of working groups
   b. Venue for multi-stakeholder dialogues that can reinforce the linkages and partnerships with the LGU for common endeavors/ partnerships and programs
   c. Dialogue groups can serve as think tank for the city

3. Engagement in revising the City Comprehensive Land Use Plan – Areas for XU's contribution:
   a. Environment and health
      i. Reforestation-agroforestry teams (NSTP)
      ii. Rural Health workers
      iii. Mining research/analysis
      iv. Marine and water ecosystems research
      v. LEPM/ City Environmental Profile (CEP)
   b. City Planning and Development (city and barangay Level) - XU as facilitator, technical adviser, consultant
   c. Human resources capability-building and training

4. Environmental programs and advocacies
   d. XU-GLI and PPDO/ CCDO engagement
   e. Climate change
   f. MMC Macajalar Bay Management Program
   g. Linkages with Green Mindanao advocacies
   h. Linkages with ACOBEC (Basic Ecclesial Communities)
   i. KRC Mining Research (with ADDU, ADZU)
   j. Leadership in Sustainability

5. Shelter programs
   k. Proposed Gawad Kalinga Builders' Institute
   l. CDO government housing programs (included in the CLUP revision)

6. Asian Model City – Asian Development Bank and German Development Bank

Meeting of Tuguegarao City IC at the Tagga Barangay Hall
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C. Institutionalizing sound MDG practices that promote transparency and accountability

1. Inventory and assessing sound MDG practices promoting transparency and accountability

Transparency and accountability initiatives and dialogues have been launched and implemented by various multi-sector groups and coalitions. Even in the face of enduring corruption at all levels of government and society, people and groups continue to strive for good governance as a way to achieve development goals in an equitable and rights-based manner. It is important to acknowledge these efforts and look for ways of strengthening, sustaining and synergizing them for greater impact and results. An inventory of these efforts at the city and local level is a good starting point for this process.

City Example: Inventory of current initiatives that promote transparency and accountability

Xavier University conducted an inventory of practices, projects and programs that promote transparency and accountability in the city. It discovered many past and on-going efforts and realized that there is an opportunity to consolidate and integrate these efforts to achieve greater impact. Among these were:

a. Previous experiences/ initiatives of KKP

- Ehem! Anti-Corruption Movement (Society of Jesus Social Apostolate)
  The Movement is a corruption-sensitivity training that aims to shift perspective on the nature of corruption, from being isolated in the government, to it being innate in the human self and present everywhere. It challenges a more personal response in combating corruption and also pr ovides for a collective response. This training was developed by the Society of Jesus Social Apostolate and is being conducted all over the country. Other similar movements like the AHA! Whistleblowers Movement were also created from this initiative.
- Sangga Kagay-anon
  In 2004, the Cagayan de Oro Press Club implemented the Anti-corruption and Responsible Media Project assisted by AusAID and PAGF. A component of the project was the formation of a Media Watchdog, and thus, the birth of Sangga Kagay-anon (SK), a multi-sectoral civil society group. It furthered its involvement by developing the Maka-Kagay-anon Framework for Good Governance Project, a localized framework of Good Governance in the context of CDO. The framework was developed through focus-group discussions in different sectors of the community, including local government units, national line agencies, media, business, academe, urban poor and youth. A localized Good Governance Toolkit was also developed. KKP's role and participation in the CDO community further evolved when it spearheaded a campaign against the proposed sale and transfer of the City Hall in 2005. SK was recognized as a legitimate voice in the local community as it released position papers and statements on several local and national issues. KKP was Secretariat and Facilitator of the various engagements of Sangga Kagay-anon.
- One Voice Movement and Engaged Citizens of Cagayan de Oro (ECCdO)
  When the Charter Change issues rocked the nation, the ECCdO took off. ECCdO was formed to spearhead the One Voice Movement in the locality. Members from SK and other University and community partners supported this movement. It was able to hold public forums on Charter Change, released position papers, and also raised funds for capacity-building initiatives. Close linkages were nurtured with the Archdiocese of CDO, through the Catechist group. The group later supported voters' education activities, and capacity-building for voter's ed. KKP developed modules and materials on the capacity-building activities for Citizenship Formation and Voters' Education.

b. 2007 Electoral Participation

- Church-NGO-Academe Conversation
  The social apostolate of the Church was re-activated with the installation of Archbishop Antonio Ledesma, SJ DD in Cagayan de Oro. A gathering of old partners in the NGO sector, faith-based organizations and the academe gave birth

to the Conversation network. Conversation was quickly able to establish itself because of a long history of working together on advocacies and developmental concerns. The network first engaged in the Charter Change issue and later worked for electoral participation in the three levels: partisan, non-partisan and trans-partisan. Conversation holds regular monthly meetings to discuss different issues and concerns in the city and the immediate locality; and to provide support to advocacies and initiatives of member-organizations.

- Manag-Silingan Ta! CDO (We Are Neighbors! CDO)
  Majority of the members of Manag-Silingan Ta! CDO (MST-CDO) came from 'mother organizations' such as Sangga Kagay-anon and ECCdO. MST-CDO, as a trans-partisan movement, was inspired by the "Silingan Ka!" experience of Archbishop Ledesma in Zamboanga Sibugay. Its main contribution to the May 2007 Election is organizing the Candidates' Forum and Covenant Signing. For the first time in Cagayan de Oro, candidates for the District Representative, City Mayor, City Vice-Mayor, and City Councilors came together to briefly present their governance programs, and discuss local issues. At the end of the Forum, a Covenant signifying their openness and commitment to work with MST-CDO and the citizenry for good governance, transparency and accountability was signed by all the candidates present and the core members of MST. MST also crafted its own development agenda for CDO as basic reference for engagement with the local government. MST issued an advisory list of candidates based on their evaluation from the forum.

- Youth Engagement for Generation NXYZ Movement
  The youth sector, through the initiatives of the Seminarians of St. John Vianney, pursued their own electoral involvement through a youth forum that took place on April 9, 2007 at the XU Gym. The seminarians, inspired from their Ehem! Anti-Corruption Training, conceptualized the Candidates' Forum and Covenant Signing to address valid concerns of the CDO youth.

- May 2007 Poll Survey (Xavier University)
  Many poll surveys for national candidates are conducted; however, it is rare to find a local poll survey. Addressing this information gap, XU conducted an independent poll survey for local candidates. It covered 600 respondents in the two districts of CDO. Significant findings showed that the electorates do not relate their choice of candidates to their problems or concerns, and subsequently do not give utmost attention to whatever governance platform the candidates promise. The study also revealed that people have a very personal way of viewing the election and the government leaders that need to be elected, such that, as long as they are confident the candidate is approachable and they can solicit favors from them, or they are "maka-masa," these are good enough basis for voting that candidate. With such findings, it gives XU basis and more challenge to continue and extend its education-formation work, not only with its students, but more so with the masses, especially in critical times like the election.

c. LEPM and GO-FAR

d. Participatory Macajalar Bay Area (MBA) Coastal Management (Provincial and City Level)
The MBA Project is an alliance and networking building among LGUs, NGOs and the Academe to push for a comprehensive and participatory plan in addressi ng urgent problems in the MBA and in managing coastal resources. The MBA is a 470km embayment of the Mindanao sea and includes 13 municipalities in Misamis Oriental and Cagayan de Oro City.

e. Lumbia Barangay Development and Assistance (Academe –Parish – PO)

XU's threefold educational thrust provides for community involvement and service to the students, faculty and staff. Jesuit Education puts premium on the impact of the academe on the community as catalyst for positive change, and as prime mover of development. Through the dialogue education framework, interaction and mutual learning of the academic institution and the community is practiced.

2. Benchmarking

Benchmarking is a process in which various aspects of an organization's processes are evaluated in relation to best practice, usually within the same sector. The resulting evaluation should spur the organization to develop plans on how to adopt such best practice, usually with the aim of increasing some aspect of performance. Benchmarking may be a one-time event, but is often treated as a continuous process in which organizations continually seek to challenge their practices. Benchmarking opens organizations to new methods, ideas and tools to improve their effectiveness. It helps crack through resistance to change by demonstrating other methods of solving problems than the one currently employed, and demonstrating that they work, because they are being used by others.

Benchmarking typically follows the following steps:

1. Identify problem areas.
2. Identify other industries or institutions that have similar processes.
3. Identify organizations that are leaders in these areas.
4. Survey companies and institutions for measures and practices.
5. Visit the "best practice" companies and institutions to identify leading edge practices.
6. Implement new and improved business practices.

The Concerned Citizens of Abra for Good Governance (CCAGG) with more than twenty (20) years experience in promoting transparency and accountability, assisted UN-Habitat by transferring/sharing of knowledge and demonstrating technical know-how to five (5) CSOs who established integrity circles in five (5) cities in the Philippines. The CCAGG is a benchmark for sustained citizens' engagement in local governance and monitoring of government performance.

Benchmark Example: Concerned Citizens of Abra for Good Governance (CCAG)

The CCAGG started its engagement in the monitoring of community employment and development projects in 1986. It found out that despite the Commission on Audit (COA) presence in Abra, mismanagement of programs and projects still happened. It derived its authority to monitor from the Philippine Constitution, various executive orders mandating the creation of project monitoring committees with NGOs and POs as members and, later on, various MOAs with government agencies making the CCAGG a government partner in ensuring transparency and accountability in project implementation. CCAGG has monitors that do actual inspection at the project site. Among the monitor's tools are: a steel tape to measure the actual work done, a record book to write findings and observations, jobsite interviews with the community and contractors, a camera to take photos of the project, a tape recorder to record interviews and a packed lunch or snacks to be free from the offer of food from the contractors. As a result of their monitoring activities, high profile cases have been successfully prosecuted as well as a host of other success stories. Among the factors that contributed to the success in fighting corruption in Abra are 1) support of the print and broadcast media especially that of the Catholic Church, 2) organized grassroots communities who reported on the projects, 3) dedicated monitoring team and 4) continuing support of partners like the Church, UNDP, and government agencies. CCAGG has partnered with COA in its successful participatory audit program. Over the years, CCAGG has earned a number of local and international awards and recognitions for its outstanding work in community-based monitoring.

Pura Sumangil of CCAGG sharing lessons learned from her experience in meaningful and effective citizens participation in Abra
© UN-HABITAT / Cris Rollo

3. Consolidating and disseminating best/innovative practices

There is no shortage of lessons that can be learned from various good governance campaigns and anti-corruption crusades that have been done over the years in various levels and aspects of governance and community life. What is critical to take stock of the knowledge gained from these experiences, consolidate them and disseminate them to those who can best use them for adoption and adaptation in their local contexts.

City Example: Building on Existing Programs

The Cagayan de Oro IC decided to build on the gains of the Local Environmental Planning and Management (LEPM) Project and determined that CALL 2015 complete the cycle and fill in the gaps in the current solid waste management (SWM) program in Barangay Tablon. The exercise refined the Barangay SWM model, with the integration of a citizens' component, and eventually effected an improved implementation of the SWM.

LEPM customized the Sustainable Cities Program/Environmental Planning and Management (SCP/EPM) approach and management tools in Cagayan de Oro, with the Local Government Unit establishing a City Local Environment and Natural Resource Office (CLENRO), supported by DENR's network of Community/Provincial and Regional-ENROs. The project resulted in the replication of the Integrated Solid Waste Management Project to other barangays in Cagayan de Oro City, the upscaling of knowledge on L-EPM through integration in academic programs and documentation of the L-EPM experience of Cagayan de Oro City and three barangays (by DILG).

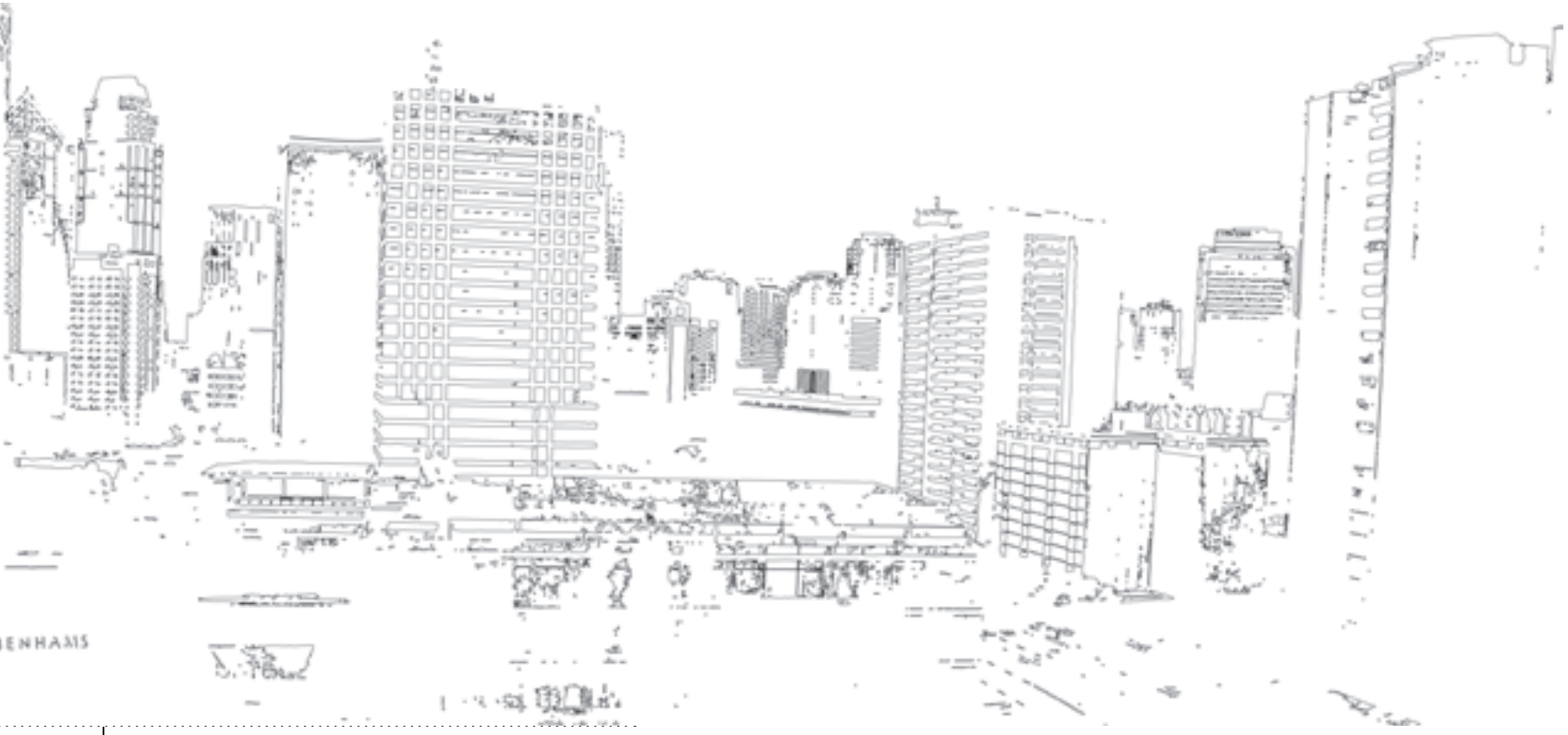
The enhancement of the Barangay Tablon SWM Program served as a concrete basis for the dialogue mechanism and model building. Barangay Tablon, one of the second group of pilot barangays wherein the SWM Program was established, is 'full-blast' in its SWM operations with its own facilities and a Barangay SWM Management Committee. Although the project has had substantial gains in terms of determining the city environment profile and instituting systems for SWM, the aspect of citizen monitoring was not present. The CALL 2015 project was aimed to complete the cycle and fill in the gaps in the current SWM program in Barangay Tablon. The exercise refined the Barangay SWM model, with the integration of a participatory monitoring mechanism involving the community residents, and eventually effected an improved implementation of the SWM.

Recommendations:

The Pasay City IC recommended the creation of an award-giving body composed of respected men and women from the academe, business sector, national agencies, barangay constituencies, etc who would directly and indirectly objectively assess and reward "worthy" projects being implemented by the LGU which follows the principles of transparent and accountable governance.

For sustainability, Tuguegarao IC recommended the following:

a. Need for continuous training and education on gender equality, citizens participation, transparency and accountability and other MDG issues / concerns;
b. Sustained networking with higher education institutions and non-government organizations that have strong corporate responsibility and outreach programs;
c. Maintenance/accreditation of a Bureau of Champions and Leaders in different areas for knowledge and skills sharing; establishment of a training unit on CALL 2015 with IC members as trainers.
d. Continued close networking with media; strict selection of IC members, production of promotion materials on CALL 2015 and the IC; maintenance of a website on CALL 2015 and a publication on CALL 2015 endeavors.



4. Promoting Integrity Circle formation and networking

Communities should be encouraged – and trained if necessary - to network, forge coalitions, manage partnerships and mobilize resources. Part of the process of localizing the MDGs is to promote the general strengthening of community solidarity and the exchange of practices among local groups.

City Example: Showcasing successful experiences

The Annual Meeting of the World Bank Knowledge Development Center, a network of university-based knowledge centers, was held at the Saint Paul University Philippines in Tuguegarao. The annual gathering had for its theme good governance with emphasis on the government procurement system. A part of the three-day program was a visit to Barangay Tagga, a CALL 2015 pilot barangay, to get first-hand information on the Tagga governance story, acknowledged as a best practice model, and dialogue with the community.

At the culminating activity of the CALL 2015 project, all the 48 barangays of the city attended the event where the major partners acknowledged the successful efforts of the barangay and pledged to continue support for the development of the city. Many leaders from the other barangays expressed interest in replicating the process undergone by Barangay Tagga. The city mayor encouraged other barangays especially the adjacent barangays to replicate the project in their communities.

Changes brought about by the establishment of the IC/voice mechanism in Tagga:

- Increased healthcare benefits and greater response to the needs of the poor and vulnerable men, women and children;
- Interest to have CALL 2015 replicated by the city government and an invitation to the city-level IC to evaluate the performance of the city government;
- NGOs such as the Rotary Club expressed interest to link with the CALL 2015 IC in certain projects;
- National government agencies such as the NEDA, the DILG and the Department of Budget and Management expressed continued support for CALL 2015 activities;
- Possibilities for funding from development agencies are being considered for community projects.

Some key areas that are critical for strengthening community networking at the local level include:

- A common framework and agenda: This can help to prioritize issues and areas as well as to build relationships among members.
- Effective partnerships at all levels: The credibility and acceptance of CSO policy research, analysis and monitoring are enhanced by effective partnerships with local government and academic institutions.
- Inclusive networking: This feature is particularly important when there are large minority populations present among and within communities. Peer-to-peer exchanges should promote diversity in ideas and approaches rather than to validate a narrow stance.
- Credibility of the networks: Transparent and accountable practices by the networks, their members and partners will positively impact the public's perceptions.
- Mutual benefits: If members feel – whether it is valid or not – that it is not a partnership of equals, the viability of the network will be compromised. All members should feel as equal participants and beneficiaries, regardless of social and/or cultural backgrounds.

Specific skills are needed in order to most effectively translate monitoring results into advocacy campaigns. ICs must understand how to identify, access and interact with relevant local and national policymakers. The sector must also know how to package and present results from monitoring activities in ways that can be maximally useful to policymakers and used for effective advocacy efforts.

Sister Remy Junio, SPUP President, addressing the Barangay Tagga IC and community
© UN-HABITAT / Cris Rollo

V. Innovative Approaches and Practices

The CALL 2015 mainstreamed citizens' participation in promoting transparent and accountable governance in local governance. UNDP has been instrumental in strengthening the link of UN-Habitat with CSOs and academic institutions in promoting anti-corruption, transparency and accountability. Guidance and technical advice provided by UNDP through the Fostering Democratic Governance Portfolio made possible the identification of competent CSOs and the identification of academic institutions in the Philippines who are making substantial impact in promoting anti-corruption initiatives and in establishing and strengthening local structures for transparency and accountability with local governments in the country. As a result, Integrity Circles infused with the engaged spirit of participatory governance were formed and capacitated to ensure the sustainability of dialogue and feedback mechanisms in the city and barangay level.

CALL 2015 is innovative in that it introduces for the first time in MDG localization the principles of accountability and transparency as well as the engagement of women in the process. Monitoring of achievement of MDG targets is done not by government but by CSOs and citizens groups called "Integrity Circles". CALL 2015 integrated existing tools and technologies on anti-corruption, transparency and accountability being practiced in the local community and focused the same in specific projects that demonstrated solid application and effectiveness of the CALL 2015 approach. The strategy that emerged from the experience was a two-level approach where a local community demonstrated the CALL 2015 approach on a specific project from which the community-level Integrity Circle evolved. This concrete community-level engagement became the basis for wider, more comprehensive and more complex engagement at the city-level.

CALL 2015 addressed the gap between government performance monitoring and citizens monitoring by focusing on greater grassroots and civil society engagement in MDG implementation and monitoring. Through the MDG Integrity Circles, citizens especially grassroots women are made to be aware, engaged and made LGUs accountable in ensuring the MDG targets are met and implemented with integrity.

CALL 2015 is catalytic in that it achieved its goals through the formation of Integrity Circles and establishment of voice mechanisms. The Integrity Circle, a multi-sectoral group with grassroots and CSOs among the members, brought together various players with advocacies for transparent and accountable governance to work together in specific MDG-focused projects and activities. This engagement was formalized in the various good governance covenants and MDG pacts signed by the ICs.

VI. Annexes

A. CALL 2015 Integrity Circles

1. Tuguegarao City Integrity Circle

1. CITY-BASED INTEGRITY CIRCLE	2. BARANGAY TAGGA INTEGRITY CIRCLE
Dr. Josephine Campañano Planning and Development Officer, SPUP	Isidro Babaran Tricycle Operators and Drivers Association
Dr. Jesus Pizarro Research Director, SPUP	Juliana Laggui Representative, Tagga Cooperative
Mr. Felipe Adarme Officer-in-Charge, Philippine Information Agency, RO2	Oscar Buguina Farmers' Organization
Cyrus Hontiveros Franchisee, McDonald's Tuguegarao Branch	Lennie Buguina SK Chairman
Mrs. Belen Barias Lim Manager, Golden Press	Manuel Bulaqui Pupils' Government Organization Tagga Elementary School
Dr. Josephine Lorica Dean, School of Health Sciences, SPUP	Jose Decena Senior Citizens' Group
Dr. Maria Teresa Maguigad Coordinator, Center for Professional Development, SPUP	Victoria Guzman Rural Improvement Center
Dr. Madelyn Menor Coordinator, Publications, SPUP	Calixto Melad Barangay Kagawad
Mr. Randy Tumacder President, Rotary Club of Tuguegarao City	Rizalina Tuliao Stakeholders' Organization
	Irineo Zingapan Retirees' Association of Tagga

2. Science City of Munoz Integrity Circle

Name	Organization
Esperanza Ramos	President, Science City of Munoz Barangay Health Workers Association (BHWA)
Fe G. Pascua	Barangay Nutrition Scholar (BNS) - Barangay Health Workers Association (BHWA)
Lourdes C. Fronda	BHWA
Conrada C. Aquino	BHWA
Herminia May D. Bergonia	BHWA
Vilma M. Ventura	BHWA
Merla B. Ortiz	BHWA
Cristina P. Delos Santos	BHWA
Tessie R. Eugenio	BHWA
Rebecca B. Miranda	KALIKASAN – Nueva Ecija
Pastora S. Coloma, Ph. D.	Director, Research and Community Outreach Office, Central Luzon State University
Leonida M. de Castro	BHWA
Rosalina A. Mapilar	BNS - BHWA
Jovita F. Fajardo	BHWA
Marites C. Fernandez	PACT - Barangay Health Workers Association

Name	Organization
Katherine M. Lazaro	Department of Education, Muñoz National High School Member, Campaign Against Child Trafficking
Edna D. Cerezo	BHWA
Emelyn Avila	President, Integrated Midwives Association of the Philippines
Emelyn T. Aura	IMAP
Franciso R. Bugtong	President, Guardian Brotherhood Incorporated
Nicanor Candelaria	Vice President – Homeowners Association
Dolores Garido	President, Kababaihan ng Lungsod Agham ng Muñoz (KLAM)
Leonida Fernandez	KLAM
Susan M. Magbual	KLAM
Eric Tubalinal	Head, City Planning and Development Office (CPDO)
Hazel L. Chua	CPDO
Mary Joyce R. Dator	CPDO
Carol E. Rivera	Science City Library – LGU – SCM
Pastor Joy Gabasan	CLAIM
Roberto Domingo	Knights of Columbus
Sally Bernardo	Catholic Women's League

3. Pasay City Integrity Circle

Project Management Action Team:

IFP:
1. Nona A. Londonio, Team Leader
2. Carolyn P. Ciriaco, Technical Assistant

Cooperative Development Office:
1. Eng. Rolando Londonio, City Cooperative Officer
2. Weng Tabuso, Cooperative Development Specialist
3. Joshua Arce, Community Development Specialist

A. IC Among Peer Educators

1. Sangguniang Kabataan (SK)
2. Special Drug Education Center (SDEC)
3. Pasay Youth Association (PYA)
4. Supreme Council (SC)
5. Jesus First Christian Ministry (JFCM)

(Leaders of various organizations):
1. John Rey O. Capistrano – Supreme Council
2. Sharmaine Ordiz – Supreme Council
3. Kristine Marie Gan- Supreme Council
4. Deomar Libradilla – Supreme Council
5. Jason Macayanes - YP
6. Robert Joseph Reyes - YP
7. John Paul Isardas – SDEC
8. Jimboy Gomez - SDEC
9. Maiden Cartillo- PYA
10. Kathryn Joyce Miranda - PYA
11. Daryl Javandoon - PYA
12. Wilbert Pinaflor - JFCM
13. Sarah Jane Zata – JFCM
14. Grace Fernandez - JFCM
15. Mikhail Guiang - JFCM
16. Jamielyn Torres – JFCM
17. Eduardo Fernandez, Jr.-JFCM

B. IC Among Child and Youth Friendly Movements leaders:

Government:
1. Ms. Edna Madrid – Teacher in Charge, Alternative Learning System
2. Mr. Resty Cruz – Officer in Charge, City Social Welfare Department
3. Ms. Luz Galang – TESDA
4. Dra. Tongco – Superintendent, Department of Education

Faith-based organizations (FBOs):
1. Ptr. David T. Santillan – Senior Life Skills Trainer (Alpha and Omega Church)
2. Mr. Leslie Capus – Coordinator,National Council of Churches in the Phil.
3. Ike dela Cruz – Chairman, Brotherhoood of Christian Ministers
4. Ms. Naomi Bureres – Field Supervisor (Golden Harvest)

CSO / NGOs:
1. Mr. Norberto de Ocampo – Manager, Pinoy Pamilya Club
2. Mrs. Antonia King – Corporate Treasurer, Armadillio Holdings Inc.
3. Ms. Susan Balais – Board member, Intercessors for the Philippines
4. Ms. Mariya Lagman – Social Devt Specialist; LGU Tacloban, City
5. Mr. Wyden King – Chairman, Armadillio Holdings Inc.
6. Bis. Daniel A. Balais – Chairman, Intercessors for the Philippines
7. Engr. Eduardo de Guzman – President / Manager, QCD Ventures

C. IC Among People Living with HIV-AIDS (from Positive Action Foundation Philippines, Inc. (PAFPI))

1. Aureo de Castro
2. Rodel Navarra
3. Emmanuel Garcia
4. Elsa Chia

D. IC of Senior Life Skill Trainers

1. Ruth dela Cruz
2. Potchoy Sahirol
3. Norberto de Ocampo
4. Edwin Amolo
5. Jim Gomez
6. Kathryn Miranda
7. Carmen Sy
8. Ryan Sejas
9. Philip Tabay
10. Danilo Oracion
11. Baby Susito
12. Myrna Santos
13. Santiago Cinco
14. Corazon Carrera
15. Dave Santillan
16. Jess Tesoro
17. Segie Tabaniag
18. Isay Brown
19. Conchita Ramos
20. Mark Domingo
21. Rowena Tabuso
22. Josie Gruta
23. Violeta Bureres
24. Emelita Alfredo
25. Lorena Sali-ot
26. Eddie Boy Fernandez
27. Grace Fernandez
28. Jesavel Morales
29. Michael Guarts
30. Wilbert Penaflor
31. Jemmielyn Torres
32. Ernie Fulgencio
33. Sarah Zata
34. Jonathan Rivera
35. Adalberto Portento

3. Dumaguete City Integrity Circle

a. Silliman University

The group is based at the Knowledge Development Center of World Bank. The Research Component is handled by the Research and Development Center, The School of Public Affairs and Governance, the Office of Information, the Extension office, and the College of Arts and Sciences.

b. Volunteers Against Crime and Corruption

The members of this group include individuals who are well-respected in the community. They are primarily concerned with eradicating graft and corruption and heinous crimes. It was primarily organized to help to seek justice and solutions to unsolved crimes.

c. Social Watch Dumaguete and Allied NGOs and Groups

Social Watch, Negros Oriental Center for People Empowerment, United Nations Youth Association of the Philippines and the Center for Gender Studies and Development of Silliman University have formed an integrity circle to monitor the performance of the City Government. The group coordinates with the City Planning and Development Office. It is also the task of this group to assist the LGU leadership in localizing the MDGs. The city government's program of government is based on the MDGs with a strong anti-poverty program.

Name	Organization
Dr. Maria Cecilia M. Genove	Director, Multi-media Center Asst. Professor, College of Mass Communication
Dr. Nichol R. Elman	Director, Extension Program Community Development Officer
Ms. Gemma Plasabas	KDC, SU Library
Mr. Mark Raygan Garcia	Director, Office of Information and Publication
Mr. Lemuel D. Montenegro	Coordinator, Religious Studies Program
Ms. Rosalind B. Ablir	Assistant Professor Chairman, History & Political Science Department
Mr. Renante C. Lingcong	Asst. Professor Languages Department
Dr. Ma. Emelen R. Nakao	Asst. Professor History & Political Science Department
Ms. Jojema D. Indab	Asst. Professor History & Political Science Department
Mr. Manny N. Estacio	Reliv Philippines, Inc. Chairman, Board of Directors, VACCON
Engr. Fred Magallano	Member, BOD, VACCON
Mr. Ritche Galon	Member, VACCON
Ms. Edelina B. Arbas	(Member, Social Watch-Dumaguete) OIC, Sectoral Desk Office, Dumaguete City
Dr. Pablito A. de la Rama	Dean, College of Education Silliman University
Ms. Nona D. Magtolis	Secretary, College of Education Silliman University
Prof. Carlos Magtolis	Dean, College of Arts and Sciences, Silliman University

5. Cagayan de Oro City Integrity Circle

Name	Institution/Sector
Fabello, Michael	St. John Vianney Seminary/ faith-based
Excelise, Susiemarie	Archdiocesan Youth Apostolate/ faith-based
Enterina, Jonah Jane	
Myrna A Siose	Church-NGO-Academe Conversation (network)
Palmes, Susan	Association of Women Journalists/ media
Alba, Geefe	Businessworld/ Media
Mike Baños	Philippine Star/ Media
Bacal, Neil Vincent C	KKP-SIP Volunteers/ Youth
Cid, Elissa Mae P	
Domingo, Annael J	
Silmonet, Faith	
Dango. Liza	
Holmer, Robert	Peri-urban Vegetable Project (PUVeP), Xavier University
Sol, Glenda	
Ansaldo, Bobby	Enterprise Works Foundation/ Business
Pastrano, Mozart	Pasundayag Community Theatre
Babia, Jestoni	Central Student Government, Xavier University/ Youth
Garcia, Mark Lester	
Luna, Phoebe L.	
Paasa, Jeffrey D	

Name	Institution/Sector
Soriano, Beth	Governance & Leadership Institute, Xavier University
Carbon, Vicente	
Echavez, Chona	Research Institute for Mindanao Culture, Xavier University
Estarte, Nonoy	XU Museum
Calalang, Guadalupe,	Kinaiyahan Environmental Group, Xavier University
Quiaoit, Hilly Ann	McKeough Marine Center, Xavier University
Martinez, Renmar	
Diel, Alice	Research and Extension Office, Capitol University
Alegre, Noel	
Banuag, Nestor, Jr M (Staff)	KKP Social Involvement Program, Xavier University (KKP-SIP, XU)
Romanos, Barbie V (Staff)	KKP-SIP, XU
Jamisolamin, Joan U, facilitator	KKP-SIP, XU
Pimentel, Ermin Stan B, resource speaker	KKP-SIP, XU

Joint Committee – Integrity Circle core and LGU counterparts (TWG)

Name	Institution/ Sector
Dr. Chona Echavez	RIMCU
Dr. Hilly Ann Roa Quiaoit	MMC
Renmar Martinez	MMC
Dr. Robert Holmer	PUVeP
Ermin Stan Pimentel	KKP-SIP, XU
Nila Padla	City Public Services Office (CPSO)/ LGU
Floresa Sabugaa	CPSO
Jocelyn Salcedo	City Local Environment and Natural Resources/ LGU
Marlon Acuzar	Brgy LGU - Tablon
Billy Auza	Brgy LGU - Tablon
Jessie Ann Dadap	Brgy LGU - Tablon

B. Tools used by the Integrity Circles in the CALL 2015 Project

1. Activity Designs

a. End-of-program Reporting and Dialogue (Pasay City)

CALL 2015
End Progress Report and Dialogue
23 January 2008, The Manor Hotel

P R O G R A M

2:00 - 2:10	National Anthem Invocation	Ms. Carol Ciriaco Ret. Gen. Jun Pizana IFP, Board Member
2:10 – 2:25	Introduction of Participants / CALL 2015	Ms. Nona Londonio Team Leader, CALL2015
2:30 – 2:45	Opening Remarks	Bis. Daniel A. Balais Chairman, IFP

Major Topics:

The Program Under Review:
PASAY-UNESCAP Program "Strengthening Life Skills for Positive Youth Behavior"

2:45 – 3:00 A. Pasay's Hazard Risk and Vulnerability Assessment and the "Strengthening Life Skills for a Positive Youth Behavior", also known as Pasay HOPES Program
Presentor: Ms. Rowena Tabuso, PESO, Officer in Charge

3:00 – 3:10 B. Progress Report on the Pasay HOPES Program
Presentor: Engr. Rolando A. Londonio, CDO, Department Head

3:10 – 3:20 C. An Overview of the One-Day Life Skills Program for Out-of-School YouthPresentor: Ms. Lorena Saliot, Peer Educator, JFCM

II Reports by the Integrity Circles

3:20 – 3:30 A. Integrity Circles Among Peer Educators
Sharer: Mr. Jim Gomez, Peer Educator, SDEC

3:30 – 3:40 B. Integrity Circles Among Senior Life Skills Trainers
Sharer: Ptr. Eduardo Fernandez, Senior Life Skills Trainer, JFCM

3:40 – 3:50 C. Integrity Circles Among Child and Youth Friendly Movement Leaders and Teachers

	Sharer: Sis. Ruth dela Cruz, Senior Life Skills Trainer; Principal, I CAN Learning Center		
3:50 – 4:00	D. Integrity Circles Among People Living with HIV- IDS and Workers Ms. Elsa Chia, PAFPI Mr. Emil Garcia, PAFPI		
4:00- 5:00	Responses		
	Pasay Local Government Unit	Hon. Wenceslao Trinidad Mayor, City of Pasay	
		Mr. Jojo de Paula Representative of Vice-Mayor Office, City of Pasay	
	UN- HABITAT	Ms. Eden Garde Habitat Programme Manager	
	TESDA	Ms Yolanda Vega OIC-TESDA-NCR Pasay	
	CPDO	Ms. Merlita Lagmay City Planning Development Officer	
	Closing Remarks/Prayer	Ed de Guzman IFP Vice-Chairman	

b. Life Skills Training Design

STRENGTHENING LIFE SKILLS FOR POSITIVE YOUTH HEALTH BEHAVIOR
SCHEDULE

8:00 - 9:00	REGISTRATION (Fill-up Attendance, Personal Info Sheets, Pre-Assessment Form Livelihood Skills Forms)
9:00 - 9:20	ICEBREAKER
9:20 - 9:40	OPENING REMARKS / INTRODUCTIONS (Objectives: To Develop Peer Educators for Positive Youth Health Behavior What is Life-Skills? What is Peer Educator?)
9:40 -10:40	"ADOLESCENCE" (Exercise 15 Mins./ Lesson, Participatory Discussion)
10:40-11:00	--- Refreshments ---
11:00-12:00	"SEX, SEXUALITY & GENDER DIFFERENCES" (30 Mins. Boardwork)
12:00-1:00	--- LUNCH BREAK ---
1:00-2:00	"UNDERSTANDING SEXUALLY TRANSMITTED INFECTIONS" (Exercise:40 Mins. With tools index card)
2:00-2:10	--- ICEBREAKER ---
2:10-3:10	"HIV STATISTICS & FACTS" (DVD-HIV 101)" (Exercise: Condum Use & Teenage Pregnancy)

3:10-4:10	"DRUGS & ALCOHOL" (Fill up Post Assessment Form)
4:10-4:25	--- BREAK ----
4:25-5:45	" LIFE SKILLS" (Fill up Evaluation form)
5:45-6:00	RECAPITULATION OF THE SESSIONS (Fill up Pangako Card)
	CLOSING REMARKS (Announcements: Livelihood Skills Training, Alternative Training System, FBOs Follow-up Activities, Etc...)

***With Graduation Rites on another day

c. Research design, methodology and results of the Dumaguete IC Project

RESEARCH METHODOLOGY

This section presents the research design, research environment, research instrument, research procedure, and treatment of the data.

Research Design

This study used descriptive design. This described the status and analyzed the condition of the different offices of the local government of Dumaguete City in terms of the way they provide services to the clientele.

Research Environment

This study was conducted in the City of Dumaguete. It specifically covered fifteen offices namely: City Administration Office, Agriculture Office, City Economic Enterprise Office, City Engineers Office, City Health Office, City Population Office, City Public Library, City Treasurer's Office, City Livelihood and Home Industry Development Office, City Planning Development Office, Department of Social Work and Development Office, Environment and Natural Resources Office, General Services Office, Permit Section, and Sectoral Desk Office.

Research Instrument

The instrument used in this study is adopted from the Citizen's Transaction Guidebook. It is composed of four sections. The first section is about the office itself, having four items or questions. The second section is about the requirements in a particular office also having four items. The third is on the office staff with seven specific items or questions, and the last is on information pertaining to the office and this is composed of four items (see appendix for sample questionnaire). To quantify the respondents' perceptions on the items asked in the questionnaire, a scale of 1 to 5 was used, five as the most and 1 as the least.

Research Procedure

A meeting with the City Administrator, Mr. Dominador Dumalag was conducted in order to discuss the details of the study. After making all the necessary arrangements, the questionnaires were distributed to all the clientele in each of the fifteen offices for a period of two weeks in the month of September of 2007. The questionnaires then were retrieved right after the respondents have answered them. The respondents' answers were tallied, tabulated, and analyzed using weighted mean for easy interpretation.

Treatment of Data

The data were analyzed using weighted mean. Its formula is as follows:

$$\bar{WX} = \frac{\Sigma fx}{\Sigma f}$$

where:

$\bar{WX}$ = Weighted Mean

Σfx = The sum of the products of f and x where f is the frequency of an option and x is the weight of an option

Σf = The total frequency or the total number of respondents

To quantify the data, the following guide was used:

Weight	Class Interval	Description	Symbol
5	4.20 – 5.00	Excellent	Ex
4	3.40 – 4.19	Very Good	VG
3	2.60 – 3.39	Good	G
2	1.80 – 2.59	Fair	F
1	1.00 – 1.79	Poor	P

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2. Survey Forms and Questionnaires

a. Survey questionnaire for the health survey conducted by the IC of the Science City of Munoz

SURVEY ON THE STATUS OF THE CITY HEALTH SERVICES IN THE SCIENCE CITY OF MUNOZ

QUESTIONNAIRE FOR BARANGAY HEALTH WORKERS

I. PERSONAL INFORMATION

1. PANGALAN: _____
2. TIRAHAN: _____
3. EDAD: _____
4. EDUKASYON:
   ANO ANG TINAPOS O NAABOT NA PINAGARALAN? (Isulat ang grado/taon na naabot o kursong tinapos) _____
5. ILANG TAON NA KAYONG NAGLILINGKOD SA BHW? _____ TAON
6. MAGKANO ANG TINATANGGAP NINYONG INSENTIBO?
   Mula sa barangay: _____
   Mula sa munisipyo: _____
7. ANONG MGA PAGSASANAY ANG INYONG NADALUHAN BILANG BHW NA MAY KINALAMAN SA INYONG TUNGKULIN NITONG NAKARAANG LIMANG TAON?

TEMA NG PAGSASANAY	PETSA/TAON
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

II. MGA KATANUNGAN UKOL SA GOAL NO.4 REDUCE CHILD MORTALITY
CHILD CARE

8. SA INYONG BARANGAY NITONG NAKARAANG TATLONG TAON (2005-2007),
   8.1 ILANG BATA ANG NAMATAY DAHIL HINDI NABAKUNAHAN? _____
   8.2 ILANG BATA ANG NAGKAKASAKIT DAHIL HINDI NABAKUNAHAN? _____
   8.3 ILANG BATA ANG DI NAGPAPABAKUNA? _____

8.4 ANO ANG MGA DAHILAN BAKIT HINDI SILA NAGPAPABAKUNA?

_____
_____
_____
_____

8.5 ANO ANG INYONG MUNGKAHI O SUHESTIYON UPANG LAHAT NG BATA AY MABAKUNAHAN?

_____
_____
_____
_____

NUTRITION: VITAMIN SUPPLEMENTATION

9. ANU-ANONG VITAMIN SUPPLEMENT ANG NAIBIGAY SA MGA BATA NITONG NAKARAANG TAON AT ILANG BATA ANG NABIGYAN?

VITAMIN	BILANG NG BATA (2007)
_____	_____
_____	_____
_____	_____
_____	_____

10. ANONG FOOD SUPPLEMENT ANG NAIBIGAY SA MGA BATANG MALNOURISHED SA INYONG BARANGAY NITONG 2007?

FOOD SUPPLEMENT	BILANG NG BATA	SAAN GALING
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

11. SAPAT BA ANG VITAMIN SUPPLEMENT NA NAIBIBIGAY SA MGA BATA SA INYONG BARANGAY?

_____ SAPAT NA SAPAT (VERY ADEQUATE)
_____ SAPAT LAMANG (ADEQUATE)
_____ MEDYO KULANG (MODERATELY ADEQUATE)
_____ KULANG NA KULANG (INADEQUATE)

12. KUNG KULANG, ANU-ANONG MGA VITAMIN SUPPLEMENT ANG KAILANGAN NG INYONG BARANGAY?

_____ _____ _____

13. MAY SULIRANIN BA SA PAGBIBIGAY NG VITAMIN SUPPLEMENT?

_____

_____

_____

NUTRITIONAL STATUS

14. ILAN ANG BILANG NG MGA BATA NASA IBAT-IBANG ANTAS NG MALNUTRISYON SA INYONG BARANGAY NITONG 2007?

ANTAS	BILANG
FIRST DEGREE	_____
SECOND DEGREE	_____
THIRD DEGREE	_____
OVERWEIGHT	_____
OBESE	_____

15. ANU-ANO ANG PROGRAMA O PROYEKTO NG BARANGAY O NG CITY HEALTH OFFICE UPANG MATULUNGAN ANG MGA BATANG MAY MABABANG TIMBANG NOON NAKARAANG 2007?

PROGRAMA/PROYEKTO	SPONSOR
_____	_____
_____	_____
_____	_____
_____	_____

16. ANU-ANONG PROYEKTO ANG MUNGKAHI MO UPANG BUMABA AT MATULUNGAN ANG MGA BATANG MABABA ANG TIMBANG?

_____

_____

_____

_____

17. MAY PONDO BA ANG BARANGAY PARA SA NUTRISYON NGAYON 2008?

_____ MAYROON _____ WALA

18. KUNG MAYROON, MAGKANO (2008)? _____

19. ANU-ANONG MGA PROYEKTO ITO?

_____

_____

_____

III. MGA KATANUNGAN: GOAL NO.5 IMPROVED MATERNAL HEALTH

MATERNAL CARE

20. ANU-ANO ANG MGA DAHILAN BAKIT MABABA ANG BILANG NG MGA BUNTIS NA NAGPAPAKUNSULTA?

_____
_____
_____

21. ANU-ANO ANG DAHILAN BAKIT MABABA ANG BILANG NG BUNTIS NA NABIBIGYAN NG TT2 PLUS?

_____
_____
_____

22. ANU-ANO ANG DAHILAN BAKIT MABABA ANG BILANG NG BUNTIS NA NABIBIYAN NG IRON?

_____
_____
_____

23. ANU-ANO ANG DAHILAN BAKIT MABABA ANG BILANG NG MGA INA NA NAGPAPASUSO?

_____
_____
_____

24. ANU-ANONG PROGRAMA O PROYEKTO ANG INYONG MUNGKAHI PARA MATULUNGAN ANG MGA BUNTIS?

_____
_____
_____

FAMILY PLANNING

25. ANU-ANONG MGA PROYEKTO ANG INYONG MUNGKAHI UPANG MAIWASAN O BUMABA ANG BILANG NG MGA ANAK SA ISANG PAMILYA?

_____
_____
_____

26. SA PALAGAY MO, ANU-ANO ANG MGA DAHILAN BAKIT AYAW GUMAMIT NG MGA DI-NATURAL NA PARAAN ANG MGA INA UPAN MAIWASAN ANG MADALAS NA PABGBUBUNTIS?

_____
_____
_____

IV. MGA KATANUNGAN: GOAL NO.6 COMBAT HIV/AIDS, MALARIA ANG OTHER INFECTIOUS DISEASES

27. ILAN ANG MGA TAONG MAY SAKIT NA NAKAHAHAWA NA AYAW MAGPAGAMOT O MAGPAKONSULTA SA INYONG BARANGAY SA NGAYON 2008? (CONDIFENTIAL ITONG TANONG NA ITO)

SAKIT	BILANG
LEPROSY/KETONG	_____
TUBERCULOSIS	_____
AIDS/HIV	_____
IBA PA	_____
_____	_____
_____	_____

28. ANU-ANO ANG DAHILAN BAKIT AYAW NILANG MAGPAGAMOT O MAGPAKONSULTA?

_____
_____
_____

29. ANU-ANONG MGA PROGRAMA O PROYEKTO ANG INYONG MUNGKAHI UPANG MATULUNGAN ANG MGA TAONG MAY NAKAKAHAWANG SAKIT SA INYONG BARANGAY?

_____
_____
_____

30. ANU-ANONG MGA ORDINANSA SA BARANGAY ANG DAPAT GAWIN UPANG ANG LAHAT NG ASO AY MABAKUNAHAN AT MAIWASAN ANG ASONG MAY RABIES?

_____
_____
_____

31. ANU-ANONG MGA PROYEKTO ANG DAPAT GAWIN NG BARANGAY UPANG MAIWASAN ANG PAGKAKAROON NG DENGUE?

_____

_____

_____

V. SANITATION

32. NGAYON 2008, ILAN ANG BAHAY NA WALANG SARILING POSO O PINAGKUKUNAN NG MALINIS NA TUBIG? _____

33. NGAYON 2008, ILANG BAHAY ANG WALANG SARILING PALIKURAN? _____
_____ BILANG NG BAHAY/PAMILYA

34. ANG BARANGAY BA NINYO AY MAY SULIRANIN SA PAGTATAPON NG BASURA?
_____ MAYROON _____ WALA

35. ANO ANG MUNGKAHI MO UPANG MAGING MALINIS ANG INYONG BARANGAY?

_____

_____

_____

VI. PAMAMALAKAD AT PAGBIBIGAY SERBISYO NG CITY HEALTH OFFICE

36. ANU-ANO ANG IYONG MGA SULIRANIN BILANG BHW?

_____

_____

_____

37. ANU-ANO ANG IYONG MGA SUHESTIYON UPANG MAGING MAHUSAY AT EPEKTIBONG BHW?

_____

_____

_____

38. ANU-ANO NAMAN ANG IYONG SUHESTIYON PARA MAGING EPEKTIBO AT MAHUSAY ANG SERBISYO NG MGA:

MIDWIFE: _____

_____

NURSE: _____

DOKTOR: _____

_____

DENTISTA: _____
MED TECH: _____
AMBULANCE SERVICE: _____
39. IBA PANG MUNGKAHI: _____

b. The results of the survey:

SCIENCE CITY OF MUNOZ BASIC HEALTH SERVICES

PROGRAM	CY 2005				CY 2006				CY 2007			
	Target	Acc	%	Budget	Target	Acc	%	Budget	Target	Acc	%	Budget
GOAL No. 4. Reduce Child Mortality												
1. CHILD CARE												
Fully Immunized Child (9-11 mos)	2,043	1,371	67		1,253	1,032	82		2,060	1,680	82	
Infants given 3rd dose Hepa B	2,043	630	31		1,002	631	63		1,674	1,403	84	
Infants seen at 4th month	2,043	1,467	72		820	820	100		1,674	1,534	92	
Infants exclusively breastfed at 4th month	2,043	1,463	72		715	715	100		1,674	1,534	92	
Diarrhea cases given ORS (0-59 mons.)	293	293	100		1,695	341	20		2,831	672	24	
Pneumonia case (0-59mos.)	987	76	8		606	142	23		1,011	105	10	
Pneumonia case given treatment	76	76	100		142	142	100		1,011	105	10	
Mass immunization (EPI)												
BCG												
OPV (Oral Vaccine)												
DPT												
Anti measles vaccination												
Anti Hepa B vacc for infants												
2. NUTRITION												
Vitamin Supplementation												
Children (9-11 mos) given vitamin A	2,043	1,993	98		1,253	1,975	158		1,066	1,244	117	
Children (12-59 mos.) given vitamin A	10,219	18,375	180		4,677	9,683	207		10,460	10,165	97	

PROGRAM	CY 2005				CY 2006				CY 2007			
	Target	Acc	%	Budget	Target	Acc	%	Budget	Target	Acc	%	Budget
Moderately underweight children (6-59 mos.)	386	386				136	3			379	4	
Given food supplement	386	386	100		136	136	100		243	379	156	
Receiving food supplement	386	386	100		136	136	100		243	379	156	
Iron												
Distribution of Multivitamin												
Milk Feeding Program												
3. NUTRITIONAL STATUS												
1st Degree												
2nd Degree												
3rd Degree												
Overweight												
Obesity												

PROGRAM	CY 2005				CY 2006				CY 2007			
	Target	Acc	%	Budget	Tar-get	Acc	%	Budget	Target	Acc	%	Budget
PROGRAM GOAL No. 6 Improved Maternal Health												
1. MATERNAL CARE												
Pregnant w/ 3 or more visit	2384	1099	46		1,462	742	51		2,403	1,406	59	
Pregnant given TT2 plus	2384	1312	55		1,462	752	51		2,403	1,429	59	
Pregnant given complete Iron	2384	1391	58		1,462	1,071	73		2,406	1,767	73	
Post partum w/ at least 1 PP visit	2043	1516	74		1,253	829	66		2,060	1,278	62	
PP mothers given complete Iron	2043	1079	53		1,253	734	59		2,060	1,078	52	
PP women initiated BF	2043	1117	55		1,253	670	53		2,060	1,179	57	
PP given vit. A cap.					1,253	643	51		2,060	979	48	
Women 15-49 given iodized cap.												
Contraceptive prevalence rate												
Family Planning Awareness Program												
Medical Missions												
Capacity building for good and effective public health												
Barangay Health Workers												
Barangay Nutrition Scholar												
Institutionalization of Ligtas Buntis Program												
2. FAMILY PLANNING	NA				NA				NA			
Condom	118	113	96		990	45	5		1,674	51	3	
Injection	295	143	48		990	168	17		1,674	224	13	
IUD	59	9	15		990	13	1		1,674	7	0	
LAM					990	116	12		1,674	612	37	
NFP					990	64	6		1,674	205	12	
Pills	1,018	1,043	102		990	554	56		1,674	575	34	
CPR												
FAMILY PLANNING	CU				CU				CU			
Condom	121	28	23		2,218	82	4		4,714	145	3	
Injection	347	584	168		2,218	528	24		4,714	105	2	
IUD	69	28	41		2,218	21	1		4,714	37	1	
LAM					2,218	78	4		4,714	684	15	
					2,218	94	4		4,714	364	8	
					2,218	1,415	64		4,714	2,579	55	

PROGRAM	CY 2005				CY 2006				CY 2007			
	Target	Acc	%	Budget	Target	Acc	%	Budget	Target	Acc	%	Budget
GOAL No. 6. Combat HIV/AIDS, Malaria and Other Infectious Diseases												
1. LEPROSY												
New case diagnosis												
Completed Treatment												
Continuing treatment												
2. TUBERCULOSIS												
Symptomatics w/ sputum exam												
New sputum (+) initiated treatment												
Old sputum (+) initiated treatment												
X-ray (+) initiated treatment												
3. TUBERCULOSIS IN CHILDREN												
PPD (+) case												
PPD (+) initiated tx												
Total # PPD testing												
4. ANIMAL BITE SEEN												
5. EXTENSION OF REGULAR MEDICAL SERVICES												
6. DENGUE AND MALARIA PREVENTION THROUGH FOGGING												
7. STRICT HEALTH AND SANITATION REQUIREMENTS ON BUSINESSES												
8. ESTABLISHMENT OF THE FOLLOWING												
Diabetic Association of Munoz (DiaMun)												
Asthma Club												
Buntis Congress												
Kilatis Kutis Activity for active case-finding of leprosy												
9. STD												
With vaginal discharge												
With urethral discharge												
No. of H.H. w/ access to safe water												
Level I												
Level II												
Level III												

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