

Strengthening Governance for Infrastructure Service Delivery:  
The Role of Public-Private Sector Partnerships  
9 – 11 March 2009 – Manila, Philippines

# Improving Local Government Transparency and Accountability to Achieve Public Service Delivery

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# Outline of Presentation

- Decentralization and Public Service Delivery
- Promoting Transparency and Accountability in Local Governments
- Developing Capacities to Institute T and A Tools in Local Governments

# Local Government Code of 1991

- Devolution of responsibility for the delivery of basic services
- Enforcement of certain regulatory and licensing functions
- Broadening the LGU's revenue base
- Vesting LGUs with authority to undertake entrepreneurial and developmental activities
- Allowing greater political representation and participation of CSOs in local governance

# Aims of Decentralization

- Make decision making closer to the people
- Improve public service delivery
- Develop tax potentials
- Strengthen the accountability of local officials
- Contribute to the national welfare

# An unfinished business of decentralization

- Islands of success
- Decentralization occurred mainly in administration
- Incomplete implementation of the Local Government Code
- Transparency and accountability challenges

# Corruption Perception in Local Governments

In which of the following transactions has your company been asked for a bribe by anyone in government in the past year?

Item	Responses
Any one of the listed bribes	71%
Getting local government permits and licenses	49%
Getting national government permits and licenses	47%
Paying income taxes	46%
Complying with regulations	31%
Supplying government with goods and services	29%
Collecting receivables from government	24%
Availing of government incentives	22%

Source: SWS Survey of Enterprises on Corruption, 2008

# Anti-Corruption Perception in Local Governments

Over the last 12 months, what, if anything, did your city/municipal government do, that in your opinion has a big impact in lessening corruption? (open-ended)

Response	%
Computerization/simpler procedures/streamlining of process	8%
Strict implementation of law	7%
Reshuffling people	5%
Transparency in dealings	4%
Having projects/programs for their constituents	5%
Others	29%

Source: SWS Survey of Enterprises on Corruption, 2006

# **Promoting Transparency and Accountability in Local Governments**

**Citizens/Voters**

Vertical checks



Formal/horizontal checks

- Sanggunian
- Ombudsman
- Audit
- Others



**Local Chief Executives**

Informal/horizontal checks

- CSOs
- Business
- Media
- Donors



Vertical checks

- National government
- Subnational government

# Report Card Surveys

- A tool to gauge performance of local governments in delivering public services by soliciting feedback from citizens and extracting information on their experience regarding corruption
- Methodology adapted from a similar program in Bangalore, India

# Pilot-Testing RCS in LGUs

- Piloted in nine cities in Metro Manila by DAP, with support from ADB
- Used random sample survey to measure the level of satisfaction or dissatisfaction of citizens in a given locality with the key public services provided by the local government, and check possible corruption
- Covered issuance of permit and licenses, public safety, garbage collection, traffic management, and public market management

# Overall Citizen Satisfaction with Selected Public Services

City	Garbage Mgt.	Public Market	Permits & Licenses	Public Safety	Traffic	Overall Mgt.
Quezon City	60	57	63	56	63	59.8
Manila	71	61	70	58	62	64.4
Pasig City	71	69	76	61	60	67.4
Makati City	69	67	78	69	56	67.8
Paranaque City	40	47	58	50	66	52.2
Marikina City	84	82	82	73	53	74.8
Pasay City	55	53	62	53	64	57.4
Muntinlupa City	53	58	73	56	61	60.2
Mandaluyong City	70	66	72	60	61	65.8

Source: DAP, 2001

# Results of Pilot-testing

- RCS helped narrow the gap between providers and end-users of public services
- Rating system empowered citizens to convey their demands to local governments
- Local officials able to get constituent feedback on their performance
- LGUs able to make corrective measures and increase chances for re-election

# Filipino Report Card on Pro-Poor Services

- World Bank piloted the report card to draw the views of ordinary citizens on public services in the Philippines
- Covered five pro-poor services: health, education, housing, water supply, and distribution of subsidized rice
- Report card was based on client satisfaction survey done by the SWS
- Survey conducted in 2000, covering 1,200 households

# Report Card Results

- Elicited public feedback on awareness and access to government programs, quality and adequacy of service, satisfaction with service, affordability of fees, experience in dealing with public officials
- Identified gaps and leakages in implementation of pro-poor programs
- Generated several policy recommendations

# Citizen's Charters

- A clear expression of what services an agency provides
- Describes the step by step procedure to avail government services
- Indicates guaranteed performance levels that citizens may expect from service providers

# Contents of the Citizen's Charter

- ✓ Procedure to obtain a particular service
- ✓ Person/s responsible for each step
- ✓ Maximum time to conclude the process
- ✓ Documents to be presented by the customer
- ✓ Amount of fees
- ✓ Procedure for filing complaints

# Some Service Standards

- ✓ Acknowledgement of applications
- ✓ Maximum processing time
- ✓ Limit to signatories
- ✓ Continuous working schedules
- ✓ Use of identification cards (badge)
- ✓ Formal notice for disapproval
- ✓ Automatic extension of license
- ✓ Public assistance/complaints desk
- ✓ Redress mechanism (financial or non-financial)

# Sample Citizen's Charter for Business Permit

## 3.3.1 Granting of New and Renewal of Existing Business Permits

City Administrator's Office, 2<sup>nd</sup> Floor, City Hall  
Tel. No. (35) 225 4563, 422 2511; (35) 225 4818 (Permit Section)  
Head of Office - Engr. Dominador V. Dumalag, Jr., City Administrator

All businesses are required to secure a Business License and Mayor's Permit prior to operating a new business or to continue operating an existing business. To facilitate the renewal of business permits, a **one-stop shop** located beside the Puericulture Center is operated from January 2 to mid-February.

If requirements are complete, this transaction can normally be completed in one (1) working day.



### WHO MUST AVAIL OF THE SERVICE:

Citizens doing business or plan to do business within the city.



### REQUIREMENTS:

1. Tax Clearance from City Treasurer's Office Please refer to service no.3.15.8 Securing Business Permit/Tax Clearance for New or Renewal of Business Permit
2. Environmental Permit from City Environment and Natural Resources Office (ENRO) Please refer to Service No. 3.5.1 Granting of Environmental Permits
3. Barangay Clearance (site of business)
4. Department of Trade and Industry Clearance
5. SSS Clearance
6. BIR Clearance
7. Phil Health Clearance
8. Certificate of Annual Safety Inspection from City Engineer's Office Please refer to Service No. 3.2.5 - Certificate of Annual Safety Inspection (CASI) (Public Market vendors are exempted)
9. Food Handler's Certificate for businesses engaged in food service and/ processing Please refer to Service No. 3.7.3 Issuance of Food Handler's Certificate and/or Sanitary Permit
10. Clearance from Economic Enterprise Office (Public Market) for market vendors Please refer to Service No. 3.10.3 Issuance of Market Clearance for the Renewal of Business Permits and Licenses

# Sample Citizen's Charter for Business Permit

11. Zoning Clearance from City Planning and Development Office Please refer to Service No. 3.2.1 Preliminary Zoning Clearance.
12. Certificate of Fire Safety Inspection from Bureau of Fire Protection
13. Duly Accomplished and Notarized Mayor's Permit Application Form

 **SCHEDULE OF AVAILABILITY OF SERVICE:**

Monday-Friday  
8:00 AM -12:00 NN  
1:00 PM -5:00 PM

 **FEES:**

Business Permit Fees based on Chapter VI - XVI of the City Omnibus Tax Code of 1997.

 **HOW TO AVAIL OF THE SERVICE:**

Step	Applicant/Client	Administrator's Office Activity	Duration of Activity	Person-in-Charge
1	Proceed to the City Administrator's Office. Secure application forms and other requirements and make clarificatory inquiries.	Provide the client with a short briefing on the service and its requirements.	10 mins	Aureta Carlos Rogelio Claros, Jr. Delia Belen Virgilia Cornelia
2	Submit the accomplished application form and other documents to the Permit Section, City Administrator's Office.	Receive and review application and documents.	3 mins	Aureta Carlos Rogelio Claros, Jr. Delia Belen Virgilia Cornelia
		Type information on the permit form. Advise client to wait.	5 mins	Ligaya Sinamban Norie Elmaco Aureta Carlos
3	Receive the third copy of the permit together with the other documents.	Release third copy of permit application and other documents to applicant. Inform applicant to pay fee. (assessment from CTO)	5 mins	Ligaya Sinamban Norie Elmaco Aureta Carlos
4	Proceed to City Treasurer's Office to pay fees.	Issue official receipt	5 mins	Revenue Collector, City Treasurer's Office

# Sample Performance Pledge

We, the officials and employees of the Civil Service Commission, commit to:

**Serve you promptly, efficiently, and with utmost courtesy by authorized personnel with proper identification from Monday to Fridays, 8:00 a.m. to 5 p.m. without noon break;**

**Ensure strict compliance with service standards, with written explanation for any delays in frontline services;**

**Respond to your complaint about our services the soonest or within the day through our complaint and assistance desk and take corrective measures;**

**Value every citizen's comments, suggestions, and needs including those with special needs such as the differently-abled, pregnant women, and senior citizens; and**

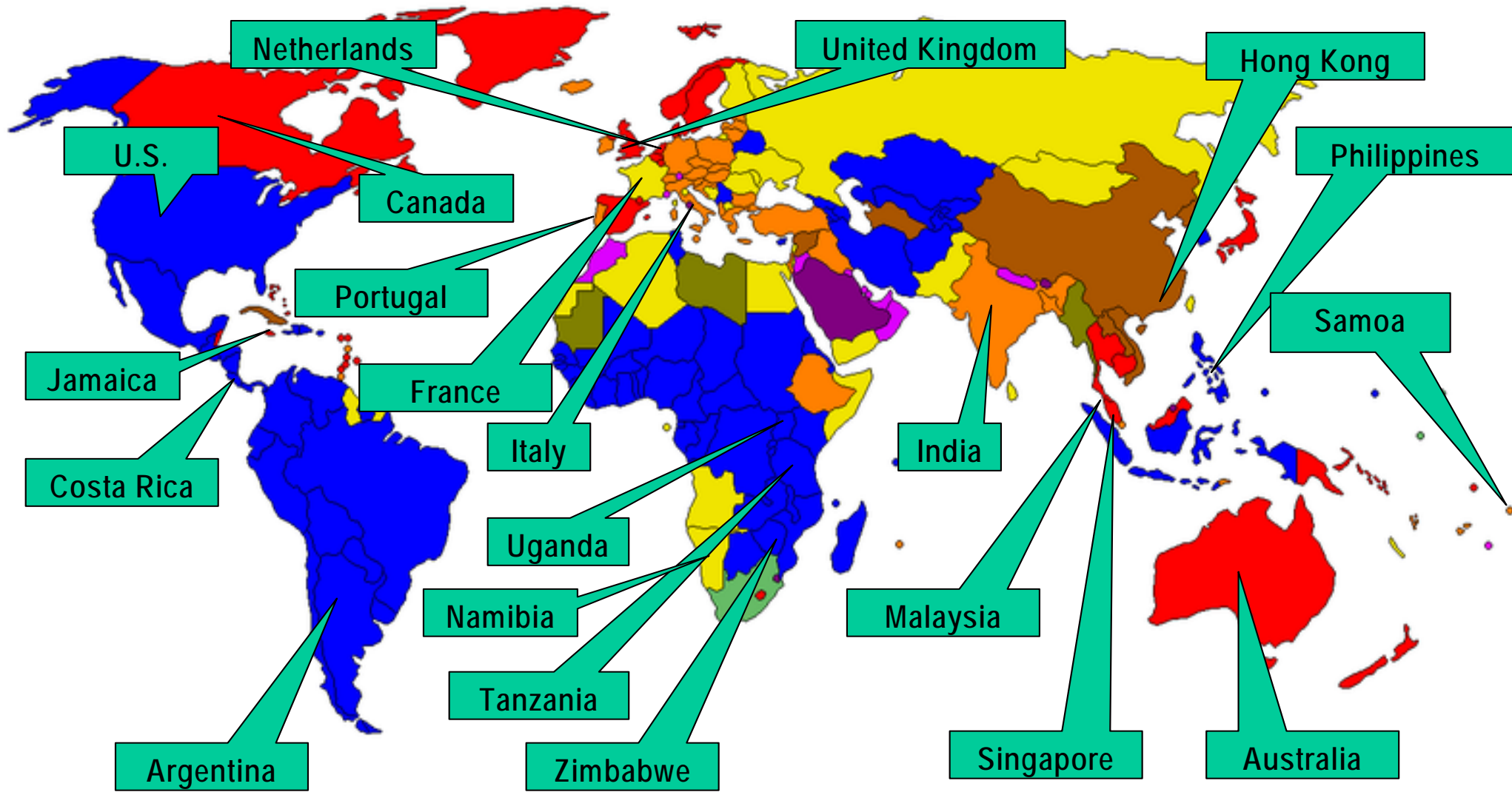
**Empower the public through 24/7 access to information on our policies, programs, activities and services through our website ([www.csc.gov.ph](http://www.csc.gov.ph)), TextCSC (0917-8398272)**

All these we pledge,  
Because YOU deserve no less.

# Principles behind the Citizen's Charter

- Transparency (+ Predictability)
- Accountability
  - Efficiency
  - Service quality
  - Equal level of service
  - Proper redress for poor service
  - Mutual accountability

# Countries With Citizen's Charter



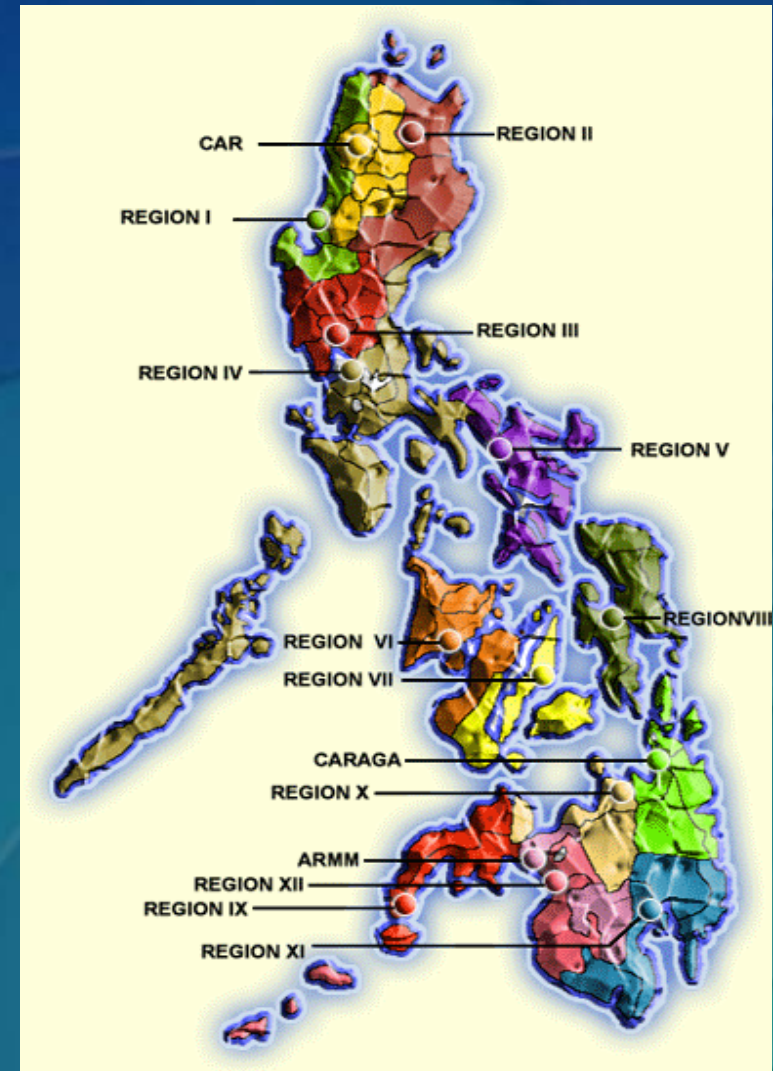
# Anti-Red Tape Act of 2007

- Mandated the re-engineering of government transactions to eliminate red tape and improve public service delivery
- Establishment of Citizen's Charters for all frontline services of national and local governments
- Periodic review of performance and conduct of Report Card Surveys to check citizen satisfaction
- Sanctions for fixers and violation of service standards

# LGUs with Citizen's Charters

Laoag City  
Vigan City  
San Fernando City  
Alaminos City  
Marikina City  
Manila  
Naga City  
Sorsogon City  
Bacolod City  
Dumaguete City  
Digos City  
Iligan City  
Davao City  
General Santos City

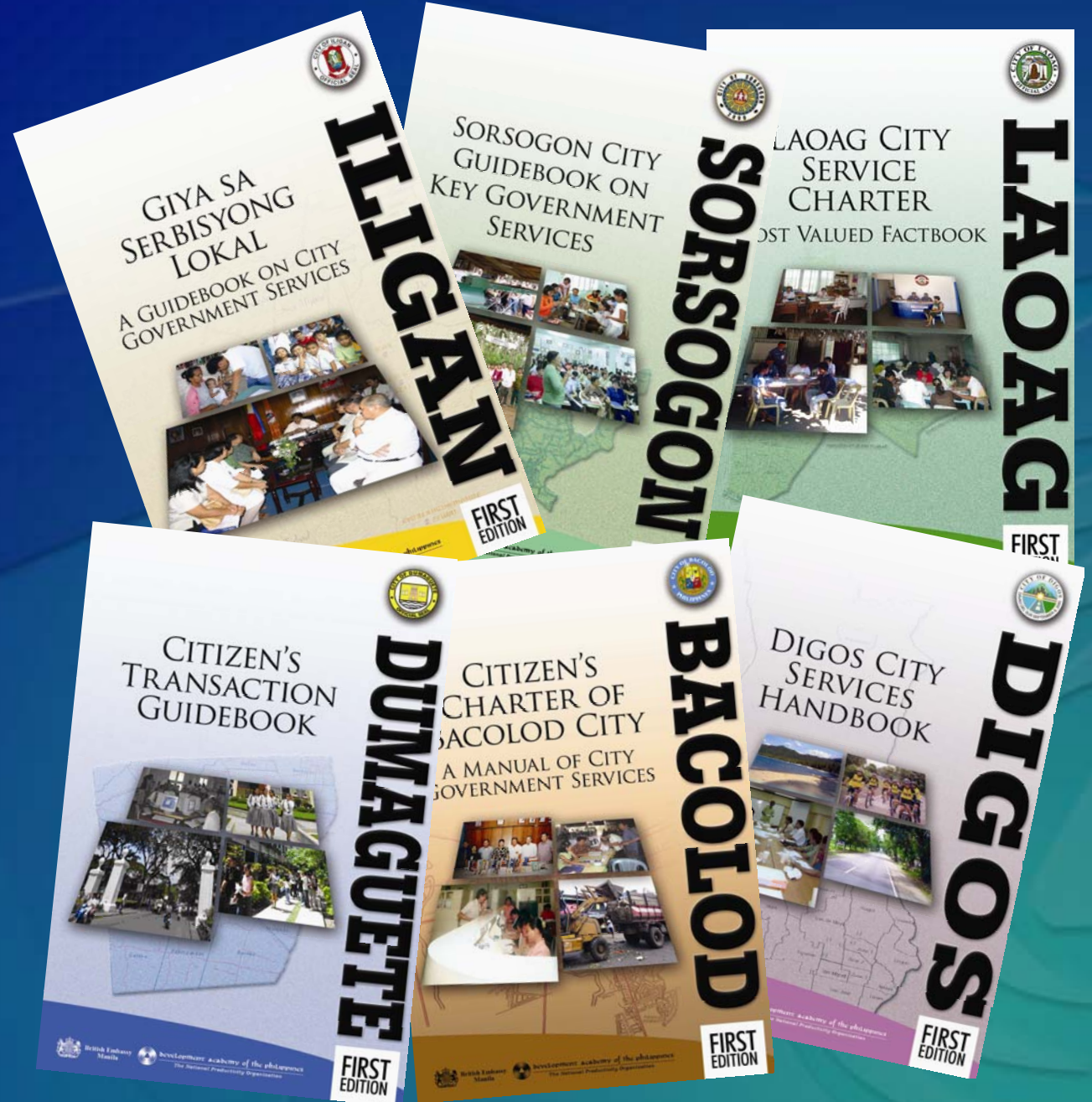
Target by September 2009:  
All provinces, cities, municipalities



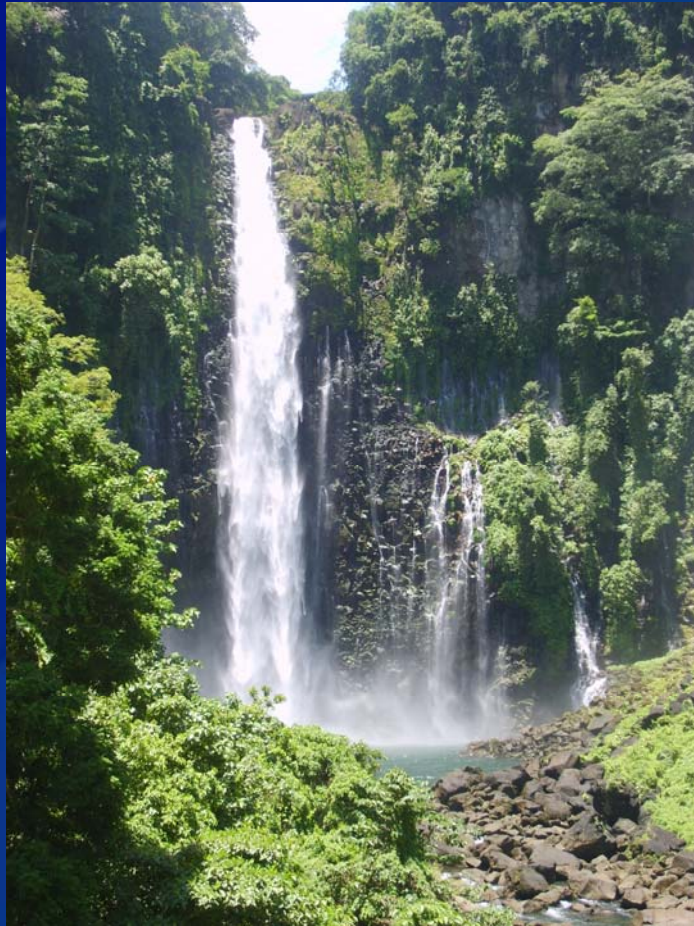
**Developing Capacities to Institute  
Citizen's Charter:  
The Case of Iligan City**



# Improving Public Service Delivery, Transparency and Accountability in Local Governance through Citizen's Charter (2006)



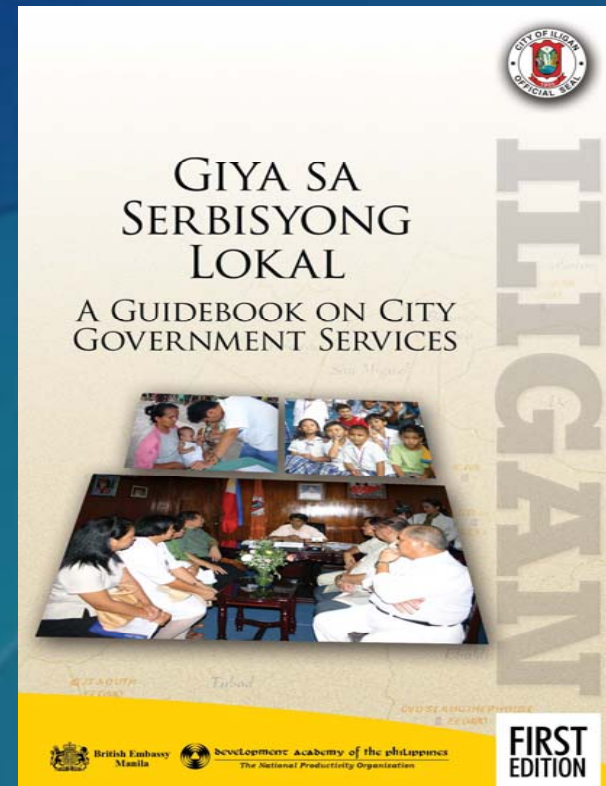
# About Iligan City



- Located at the northwestern coast of Mindanao, 795 kms south of Manila
- Population: 66,620 households (2006)
- One of the fastest growing cities in Mindanao
- Site of the famous Maria Cristina Falls, Mindanao's main electric power source
- Host to 11 manufacturing plants, 25 banks, 5,166 establishments

# Iligan City Giya sa Serbisyong Lokal

- Actual preparation dates as far back in 1998 when the city desired to pursue transparent governance
- Realized during the term of Mayor Lawrence Cruz in 2006, with assistance of DAP and support of the British Embassy





## Mission

- Promote transparency and accountability in service delivery
- Empower constituents and transacting public



## Authorization

- MC 35 series of 2003
- Issuance of Executive Order
- Donor sponsorship
- Launching
- \* Sanggunian Resolution
- \* RA No. 9485

Developing  
Capacity to  
Establish the  
Citizen's Charter

## Capacity

- Creation of Citizen's Charter Team
- Training and Coaching
- Involvement of civil society
- Benchmarking and learning from Others
- Training of frontliners

# What Iligan says about the Citizen's Charter...



“We realize that having a Citizen’s Charter is an open invitation to public scrutiny, of being judged according to our own written commitments. It opens up the whole city government to questions as to how it is being run. And that is the best way to encourage government to be transparent and accountable.”

City Government of Iligan, Mindanao

Thank you.