

PHILIPPINES CIVIL SERVICE COMMISSION

Summary on Initiatives and Good Practices in the Area of Prevention of Corruption

A. Report Card Survey and ARTA Watch

These are components of the implementation of the Anti-Red Tape Act (ARTA) of 2007. ARTA aims to promote transparency in government through simplified frontline service procedures and formulation of service standards known as Citizen Charter.

The Report Card Survey gathers feedback on the compliance of agencies and local government units with their citizen's charter and measures their performance as well as client satisfaction in the delivery of frontline services.

Complementing the RCS is the ARTA Watch. A mechanism to "spot-check" agency compliance with the provisions of ARTA, it emphasizes the implementation of the "no noon break policy" and posting of the citizen's Charter and Anti-Fixer Campaign poster in conspicuous places within the agency.

B. IT-based Confidential Reporting

A CSC-initiative under the auspices of the Constitutional Integrity Group (CIG) - composed of the CSC, COA and Office of the Ombudsman - the project aims to provide a venue for confidential reporting of anomalies/irregularities in government. This web-based program would enable the public to provide information on nefarious activities of government officials and/or employees without the need to provide their personal information. The program would also allow them to monitor the progress of the investigation of their complaint.

PHILIPPINES

Report on the Anti-Red Tape Act (ARTA) - Report Card Survey (RCS)

Background

In response to the urgent need to eliminate red tape and improve frontline service delivery, the Thirteenth Congress enacted on June 2, 2007 Republic Act No. 9485, otherwise known as the "Anti-Red Tape Act of 2007." RA No. 9485 aims to promote transparency in the government with regard to the manner of transacting with the public by requiring each agency to simplify frontline service procedures, formulate service standards to observe in every transaction and make known these standards to the client.

Pursuant to Section 16 of RA No. 9485, the Civil Service Commission, in coordination with the Development Academy of the Philippines (DAP), the Office of the Ombudsman (OMB) and the Presidential Anti-Graft Commission (PAGC), promulgated the Implementing Rules and Regulations (IRR) of the said Act through CSC Resolution No. 081471 dated July 24, 2008. The IRR was published in the Philippine Star on August 21, 2008 and took effect on September 5, 2008.

Section 10 of the Anti-Red Tape Act (ARTA) of 2007 also states that:

"All offices and agencies providing frontline services shall be subjected to a Report Card Survey to be initiated by the Civil Service Commission, in coordination with the Development Academy of the Philippines, which shall be used to obtain feedback on how provisions in the Citizen's Charter are being followed and how the agency is performing."

"The Report Card Survey shall also be used to obtain information and/or estimates of hidden costs incurred by clients to access frontline services which may include, but is not limited to, bribes and payment to fixers."

On October 2, 2008, the President also issued Administrative Order No. 241 (A.O. 241), mandating the speedy implementation of the ARTA and its Implementing Rules and Regulations (IRR) and further strengthening its application. Among the provisions of A.O. 241 are:

- The immediate setting up of public assistance and complaints desks in agencies to effectively receive feedback and monitor customer satisfaction; and
- The mounting of agency campaigns to eliminate fixing activities.

The ARTA Report Card Survey

In compliance with the provisions of the ARTA Law, the Commission, in coordination with DAP and other stakeholders, has designed survey instrument, which was cleared by the National Statistical Coordination Board (NSCB) under NSCB Approval No. CSC-1006-01, and other documents for the conduct of the

survey such as the corresponding implementation plan, survey guide and inspection checklist.

The objectives of the survey are as follows:

- Obtain feedback on how agencies follow provisions in their Citizen's Charter
- Obtain information/estimates of hidden costs incurred by clients in accessing frontline services
- Rate agency performance and client satisfaction in relation to frontline service delivery

Respondents

The respondents for the survey are individual clients who have availed of any frontline service of the agencies. The ARTA defines **frontline service** as:

"The process or transaction between clients and government offices or agencies involving any applications for any privilege, right, permit, reward, license, concession, or for any modification, renewal or extension of the enumerated applications and/or requests which are acted upon in the ordinary course of business of the office or agency concerned."

Data-Gathering Strategy

The required number of respondents per agency (RNR) varies from one agency to another depending on an agency's daily average number of clients (DANC). The RNR is five percent (5%) of the agency's DANC or 30 respondents, whichever is higher.

Researchers conducted the survey by interviewing clients immediately after they availed frontline services. This mode was chosen to ensure that all questions were answered and vague responses were clarified at the outset. On the average, the interviews lasted between 10 - 15 minutes though interviews can take as long as 22 minutes.

Instrument

The researchers used an interview questionnaire specifically designed for the survey. They also accomplished an inspection checklist that contains items relative to the physical working condition of an agency and its compliance with other ARTA requirements (posting of the Citizen's Charter, existence of a *help desk*, implementation of anti-fixer measures, observance of the *no lunch break* rule, information on hidden costs, and wearing of identification cards/nameplates).

The questionnaire is composed of 26 items. The eight items in Part 1 ask for some basic information about the respondent, including the service he/she availed of. The first thirteen items in Part 2 (numbered 1.1 to 7) deal with compliance with the ARTA requirements, including specific instructions stipulated in A.O. 241. *Item*

number 8 is about the frontline service provider(s) while item number 9 deals with the quality of service provided by the agency. Item numbers 10 and 11 ask the respondents to rate the physical working condition of the agency. The last item (item number 12) is concerned with the overall satisfaction of the client/respondent.

RCS Implementation In 2010

The CSC conducted the RCS in 50 government agencies in 2010:

Table 1. List of Agencies Conducted by CSC Regional Office	
CSC Regional Office	Agency
CSCRO 1	Province of La Union Candon City
CSCRO 2	Province of Nueva Viscaya Santiago City
CSCRO 3	Province of Zambales San Fernando City
CSCRO 4	Tanauan City Santa Rosa City
CSCRO 5	Province of Camarines Sur Legaspi City Tabaco City
CSCRO 6	Province of Iloilo Bacolod City
CSCRO 7	Province of Bohol Toledo City
CSCRO 8	Province of Northern Samar Baybay City Borongan City Baruen, Leyte Calbayog City Guiuan, Samar Malitbug, Leyte Sulat, Eastern Samar Tanauan, Leyte Eastern Samar State University Palompon Institute of Technology Southern Leyte State University Visayas State University
CSCRO 9	Province of Zamboanga del Norte Zamboanga City
CSCRO 10	Province of Bukidnon Iligan City
CSCRO 11	Province of Compostela Valley Mati City
CSCRO 12	Province of North Cotabato Tacurong City
CARAGA	Province of Agusan del Sur Butuan City
CAR	Province of Kalinga Baguio City

CSC Regional Office	Agency
NCR	Bureau of Customs
	Bureau of Immigration
	Bureau of Fire Protection
	Bureau of Food and Drug Administration
	Department of Environment and Natural Resources
	Laguna Lake Development Authority
	Philippine Health Insurance Corporation
	Social Security System
	Province of Maguindanao
ARMM	Marawi City
Total	50

Using the scoring scheme designed by the CSC, the nine agencies that got the highest scores and awarded with the Citizen's Satisfaction Center Seal of Excellence Award were:

CSC Regional Office	Agency	Numerical Rating	Adjectival Rating
CSCRO 11	Province of Compostela Valley	95.50	Excellent
CSCRO 11	Mati City	87.15	Very Good
NCR	Philippine Health Insurance Corporation	86.82	Very Good
CSCRO 12	Tacurong City	85.10	Very Good
CSCRO 8	Borongan City	83.86	Very Good
NCR	Laguna Lake Development Authority	83.48	Very Good
CSCRO 5	Province of Camarines Sur	82.31	Very Good
CSCRO 8	Baruen, Leyte	81.88	Very Good
CSCRO 3	Province of Zambales	80.86	Very Good
Total	9		

The following analysis is based on the analysis made on the first 30 agencies conducted with the RCS.

In general, the agencies followed the provisions stated in their respective Citizen's Charter because only less than 4% of the respondents said that what is posted in the Citizen's Charter are not followed. The standard not followed the most is the "maximum time to conclude the process."

There were several respondents that mentioned they made additional payments other than those posted. Additional payments recorded range from as low as Php 8.00 to as high as Php 7,176.50. However, the details of the additional payment were not indicated in some of the payments.

Only 40% of the respondents indicated that they were very satisfied with the overall performance of the frontline service provider. Although, only 1% of the

respondents were very dissatisfied agencies should continuously improve their services because 60% were not yet very satisfied. One interesting area for further study is to determine what drives the overall satisfaction of the customers. For example, will the respondents give a very satisfied rating only if all the components (ARTA compliance, service quality, physical working condition, personal dispositions of the employees providing the service) were excellently delivered or a very satisfied rating is still possible even if one component of the service is not excellently provided or as long as the quality of employee-customer encounter is excellent.

There is no particular age group that dominated the age category of the respondents but there were more female (61.3%) than male (38.5%) recorded. Almost two-thirds of the respondents are married (62.8%) while one-third are single (30.8%) and the remaining respondents are either widow/widower (5.3%) or separated (0.5%). Most of the respondents are high school graduate (33.4%) or college graduate (28.3%) but a few respondents who completed post-secondary non-tertiary/technical-vocation education (12.2%) and those that have completed second stage of tertiary/post-graduate education (6.1%) were also recorded. While few of the respondents are not in the labor force, there are still more employed respondents (44.3%) than unemployed respondents (35.5%).

Although we are already in the computer/internet age most of the respondents (23.4%) still said that their main source of information on the procedure for availing the service is their Family/Friends. Only 0.5% of the respondents mentioned the Internet as their main source of information. Other top main sources of information are Poster/Billboards (19.9%) and Help Desk of the Agency (19.3%).

Two-thirds (64.2%) of the respondents noticed the anti-fixer measure used by the agencies. The most common anti-fixer materials used are posters/billboards/brochures (34.4%) and Identification Card (ID) of the personnel (33.7%). As a result, only five (0.3%) respondents experienced being approached by individual offering to facilitate transaction in exchange for money. The incident happened in the Province of Compostela Valley, Calbayog City and Zamboanga City. However, no other details were provided.

RCS Implementation In 2011

For 2011 the CSC is targeting to conduct the RCS in 420 agencies (10% of agencies with Citizen's Charter) prioritizing the Provincial Government of the First 20 Provinces, the 120 Local Government Units Sparkplugs for Governance and Economic Development, National Government Agencies (NGAs) that have to do with commerce transactions, and NGAs that provide "high impart and high density" frontline services.

A new, enhanced survey instruments shall be used for RCS in 2011. It was already cleared by the National Statistical Coordination Board (NSCB) under NSCB Approval No. CSC-1106-01 which will expire on March 31, 2012.

ARTA WATCH REPORT

PUBLIC ASSISTANCE AND INFORMATION OFFICE
April 29, 2011

ARTA Watch Report

I. Introduction

The Civil Service Commission, as one of the lead implementers of the Anti-Red Tape Act of 2007, has consistently taken bolder steps in making sure that the message of the law gets across the bureaucracy and the public. Concrete initiatives and the provisions made to encourage and monitor government offices' compliance with the Act.

The ARTA Report Card Survey (RCS) has been successfully implemented throughout the various regions. The RCS aims to gather feedback on how agencies and local government units follow provisions of their Citizen's Charters. RCS rates their performance and client satisfaction in relation to frontline service delivery. Results of the survey may be used by the agencies including LGUs concerned, in improving or modifying their Citizen's Charter and frontline services.

Subsequently, government agencies and LGUs that obtain an excellent public performance based on the result of the RCS are granted Citizen's Satisfaction Center (CSC) Seal of Excellence Award. Recipients receive CSC Seal of Excellence Award mounted on wall-glass and cash reward to be used for the purchase of equipment and/or other materials and services that will further improve the delivery of its frontline services.

CSC Regional and Field Offices are also constantly monitoring agencies' systems and procedures, as well as their Citizen's Charters for re-evaluation and benchmarking.

Aside from these initiatives, the Commission also receives reports on violation of ARTA thru existing feedback mechanisms under the *Para Sa Taumbayan Program*. There were allegations that agencies do not observe "No Lunch Break Policy" and presence of fixers in premises of agencies providing frontline services. These reports are immediately referred to the concerned agencies for appropriate action. In 2009, reports on alleged fixing activities were also forwarded to the Office of the Ombudsman. However, the office did not provide any feedback of action taken, if any, on the reports that the Commission provided.

It is thus necessary, for the Commission to intensify its drive against fixers, promote and encourage agencies commitment to the implementation of ARTA, and eventually ensure efficient frontline services throughout the bureaucracy.

II. ARTA Watch Inception

In January 2011, Chairman Francisco Duque III initiated surprise inspection of frontlines services of agencies with reports of alleged violation of ARTA based on the results of the RCS and the 2010 Accomplishment Report of the Public Assistance and Information Office (PAIO). Invoking the power of the Commission to "inspect and audit the personnel actions and programs of the departments, agencies, bureaus, offices, local government units and other instrumentalities of the government including

government-owned or controlled corporations” pursuant to Executive Order No. 292 or the Revised Administrative Code of 1987, and its mandate under ARTA to promote and monitor compliance of government offices providing frontline services on vital ARTA provisions and measure the level of effectiveness of their frontline services, **ARTA Watch** came into being.

The **ARTA Watch** has become a mechanism for spot check of agencies’ compliance with the provisions of ARTA. It emphasizes agencies’ implementation of the “no noon break policy” and posting of the Citizen’s Charter and Anti-fixer Campaign poster in conspicuous places. It also serves as an information drive on the law itself, the CSC Seal of Excellence, Service Delivery Excellence Program (SDEP) and presentation of the RCS Rating for those agencies which have underwent survey.

III. ARTA Watch Visits

From January to April 2011, thirteen agencies have been visited by the Chair in coordination with PAIO, OPMIS and CSC Regional Offices. Media partners were also invited to observe the inspection. Press releases were also immediately issued after every inspection.

Below is a summary of the agencies inspected and the observations gathered during the visits:

DATE	AGENCY	OBSERVATIONS
NCR		
January 18	Land Transportation Office – Main Office (Top 1 most reported agency based on <i>Para Sa Taumbayan</i> data)	It was observed that Information Billboards on Citizens Charter and Anti-Fixer Campaign visibly displayed in conspicuous places. Undersecretary Virginia Torres was not around during the visit but Chair Duque briefly discussed ARTA provisions to the former’s staff.
January 21	Land Registration Office – Main Office (Top 6 most reported agency based on <i>Para Sa Taumbayan</i> data)	Chair Duque provided suggestions to further improve compliance with the ARTA, such as posting of Citizen’s charter in conspicuous places, implementation of “No lunch break policy” in Registries of Deeds nationwide, and Public Assistance Desk must always be manned by competent staff. LRA Administrator Eulalio Diaz expressed his commitment to continuously review procedures and systems of the agency to ensure efficient delivery of service to the public.

February 2	<p>Social Security System – Main Office</p> <p>(The agency has performance client satisfaction rating of 62.18% or an equivalent descriptive rating of “Acceptable” based on RCS)</p>	<p>It was observed that delivery of frontline services is continuous even during lunch break. Special Courtesy lane is provided for Senior Citizens. Clients can easily understand the instructions per transaction as they are printed at the back of each form in both English and Filipino languages.</p> <p>Information booths are in place and there is an efficient queuing system.</p> <p>The agency was reminded to post Anti-fixer Campaign in all branches nationwide.</p>
March 4	<p>Bureau of Immigration – Main Office</p> <p>(The agency has performance client satisfaction rating of 78.91% or an equivalent descriptive rating of “Good” based on RCS)</p>	<p>The agency provides sufficient information on transactions, including requirements and fees. It has an effective queuing system. The anti-fixer campaign, however, is not posted in conspicuous place.</p>
CAR		
March 11	Professional Regulation Commission – Regional Office 3, Baguio City	The agency is complaint to provisions of ARTA and gained positive feedback from actual clients availing frontline service.
March 11	Land Transportation Office – Baguio City Branch	The office does not observe “no noon break policy”.
March 11	Government Service Insurance System – Baguio City Branch	The agency is yet to install Citizen’s Charter.
March 11	National Bureau of Investigation – Baguio City Office	No Citizen’s Charter was posted. However, actual clients gave positive feedback on the agency’s frontline service.
March 11	Department of Public Works and Highways – Regional Office 3, Baguio City	The agency has Citizen’s Charter but it was not posted either in the main entrance or any conspicuous place.
NCR		
March 18	<p>Food and Drug Administration – Main Office</p> <p>(The agency has performance client satisfaction rating of 55.79% or an equivalent descriptive rating of “Acceptable” based on RCS)</p>	<p>It was observed that the FDA has Citizen’s Charter displayed at the front lobby of the building.</p> <p>Chair Duque presented general information on ARTA and personally gave the Report Card to FDA Director Suzette Lazo.</p>
Region 3		
April 15	Land Transportation Office Licensing Section – San Fernando	There was positive feedback from clients, However, Chair Duque suggested that information must be displayed in bigger posters/billboards.

April 15	Department of Foreign Affairs Consular Office – San Fernando, Pampanga	Information must be displayed in bigger posters/billboards.
April 15	National Bureau of Investigation – San Fernando, Pampanga	The agency does not observe “no lunch break policy”.

IV. Assessment

ARTA Watch presents a good opportunity both for the CSC and government agencies to underscore their commitment to improved public service delivery.

As it evolves to become a top-management initiative, the CSC manifests once more its firm resolve to assist the different agencies in keeping their respective mandates faithful to the needs and aspirations of the general public.

With the top official of the Commission personally conducting the visits, the Commission brings the message that it is serious in pushing for efficiency in the delivery of government service. It is expected that such strategy would generate interest, awareness and compliance with ARTA.

The ARTA Watch initiative challenges agencies to be more responsive, innovative and determined in pursuing the needed reforms on their respective areas of jurisdiction. For it is only when the intent and provisions of the ARTA Law are fully implemented that government instrumentalities, through ARTA Watch, will adequately address and respond to the demands of its varied clientele.



ANNUAL PROGRESS REPORT

United Nations Development Programme

Award Number and Title:	Award no: 00041065, Building Integrity in the System of Governance
Project Title:	Constitutional Integrity Group (CIG) Anti-Corruption Plan and the IT-Based Confidential Reporting of Anomalies/Irregularities
Start Date:	January 2010
Completion Date:	December 2010 (with approved project extension up to February 2011)
Total Award Amount:	
Responsible Partner	Civil Service Commission, Commission on Audit and Office of the Ombudsman

Section 1. Project Overview

The Civil Service Commission (CSC), Commission on Audit (COA) and the Office of the Ombudsman (OMB) recognize their respective constitutional mandates to eradicate graft and corruption and ensure the observance of highest standards of ethics, efficiency and excellence in the public service. Pursuant to this common vision and in their proactive collaboration of building a culture of integrity, transparency and accountability in government, the three (3) constitutional bodies forged a joint anti-corruption plan called the SOLANA Covenant in 2004. The collaboration was further strengthened in 2009 with the signing of a new Memorandum of Agreement (MOA) by the three (3) heads of the CSC, COA and OMB on December 18, 2009, with the aim of continuing the effective and efficient implementation of programs that address corruption, ensure full enforcement of pertinent laws and rules, and enhance the prevention and deterrence aspect of anti-corruption initiatives. Following the effectivity of the MOA, the three (3) constitutional bodies are now collectively known as the **Constitutional Integrity Group (CIG)**.

For year 2010, the CIG aims to implement the different program areas identified during its Strategic Assessment and Planning Workshop on December 17-19, 2009. Among the specific projects of the CIG under said program areas are the strict monitoring of and initiating cases arising from unliquidated cash advances; review and monitoring of the Statement of Assets, Liabilities and Networth (SALN); vetting of Presidential appointees; and implementation of Phases II and III of the IT-based Confidential Reporting of Anomalies/Irregularities. The latter project started in 2009 in line with the initial goals and commitments of the CIG. It can be done through access to a particular website which will become the "reporting center" where individuals can report online all forms of graft and corruption, wastes, abuses, fraud, mismanagement of funds, and other nefarious activities committed by public officials and employees. The complainant/informant/tipster need not provide his/her personal information. This is so as his/her identity would hardly be material where the matter involved is of public interest. All complainant has to do is to supply/provide details of the alleged wrongdoing, specifically as to the "who, when, where, what, how or how much" of the illegal activity. The CSC/COA/OMB can immediately start the investigation from there.

Section 2. Accomplishments

Outputs of the CIG for 2010:

- 1) CIG Resolution No. 1 dated June 21, 2010 entitled "Establishment of the IT-Based Confidential Reporting of Anomalies/Irregularities;
- 2) CIG Resolution No. 2 dated June 21, 2010 entitled "Vetting on Integrity of Appointees to Public Office";
- 3) CIG Resolution No. 3 dated July 19, 2010 entitled "Enjoining All Heads of Departments and Agencies to Adopt Effective and Efficient Systems of Risk Management and Internal Control, including Internal Audit"
- 4) Installation/Activation of the ITB-CRAIIS and CIG Web Portal for the IT-Based Confidential Reporting of Anomalies/Irregularities

Specific Key Activities:

- a) Conduct of CIG-Principals Meeting – CIG Principals composed of the respective heads of CSC, COA and OMB met on June 21, 2010 and July 19, 2010 to discuss anti-corruption measures and approve/sign Resolutions promoting transparency and good governance;
- b) Technical Working Group (TWG) meetings were also conducted by the respective CIG-TWG members on the following dates: February 5, 2010, March 17, 2010, April 28, 2010, May 14, 2010, June 16, 2010, July 9, 2010, September 30, 2010 and December 20, 2010 to plan, propose and initiate CIG projects and implement those already existing;
- c) Conduct of CIG-Information Technology (IT) Team Consultative Meetings – CIG IT Team met on July 2, 2010, August 27, 2010 and December 20, 2010 to finalize the Operational Guidelines for the IT-Based Confidential Reporting of Anomalies/Irregularities; present the system design/blueprint and install/activate the system;
- d) Installation of the project plan/blue print/system design for the IT-Based Confidential Reporting of Anomalies/Irregularities – the CSC-IT Team installed the ITB-CRAIIS and created a web portal for the CIG (3rd quarter of 2010);
- e) Pilot testing of the ITB-CRAIIS – continuous pilot testing of the IT-based project by the CSC-IT Team with consultation from the COA and OMB IT Teams, before the actual training of trainers, users, administrators, moderators and focal persons of CIG;
- f) Initial Presentation of the ITB-CRAIIS - done by the CSC on December 9, 2010 at the UP Film Center in line with the UNDP-CSC Fostering Democratic Governance Programme "*Re-Publiko – Ang Republika, Ang Publiko at Ako: A Governance Knowledge Sharing Week – Promoting Human Rights, Justice, Integrity and Democracy*";

- g) Drafting of the Training Modules for the IT-Based Confidential Reporting of Anomalies/Irregularities – the COA-IT Team developed and submitted the training modules to the CSC on December 22, 2010;
- h) Pursuant to the Training and Budget Plan submitted by the COA, a Pre-training Briefing for the Training Management Team of the IT-based project was conducted on January 13, 2011 at the COA Professional Development Center;
- i) Briefing on the ITB-CRAIIS and CIG Web Portal for the Principals and TWG Members – representatives of the CIG principals and the CIG-TWG members were briefed on the IT-based project on February 3, 2011 at the CSC Function Room; and
- j) Training for Trainers, Users, Moderators/Administrators, Focal Persons and Selected Action Officers of the CIG – to be done on February 23-24, 2011 at the COA.

Section 3. Immediate Impact and Results

The conduct of the various activities led to a renewed and formal commitment of the three agencies towards achieving the CIG's common goal. It also resulted in the increased awareness on the part of the concerned stakeholders in the government's anti-corruption campaign.

Section 4. Evaluation of Project Outputs vs CPAP Multi-Year Expected Outputs and Output Targets

All the outputs were geared towards greater transparency, accountability and ethical behavior in the bureaucracy. The specific projects aimed at empowering the poor and the underprivileged to participate in governance processes through more accountable and rule-based democratic institutions. For instance, through the IT-based project, access by the poor to quality social services will be enhanced and expanded.

Section 5. Factors Affecting Implementation

The primary key factor in the successful implementation of the project is the willingness and support provided by the heads of agencies. Likewise, the diligent cooperation among the members of the CIG-TWG and IT Team and their active participation in the series of meetings/consultations/trainings facilitated the successful implementation of the projects.

On the other hand, the factor that hindered implementation or caused delay was the change in leadership or the political atmosphere in the Philippines involving the three agencies.

Section 6. Lessons and Insights

It is imperative to have early identification and preparation of all the activities including the documents and materials needed; set a time-frame on the proposed activities; monitor constantly their progress; and identify and address the possible gaps and challenges in the implementation.

Among the notable insights were being able to gather and tap the services of the CIG's own IT people (in-house IT personnel of the CSC, COA and OMB instead of hiring consultants) who willingly shared their knowledge and expertise especially in the formulation of the guidelines and activation of the software.

Section 7. Recommendations

Project management must be in place as primary condition for the smooth implementation of the project. There must be concrete operations planning at the concerned individual office/unit, *i.e* legal office to handle investigation, IT office to work on the system. Cooperative agreements among the three agencies and the stakeholders must be continuously established for the enhancement of the reporting system. In general, the CIG showed the importance of joining efforts for programs that would provide greater impact on the country.

Section 9. Future Plans

It is targeted that by 2011, the initiatives/projects in the covenant (CIG MOA) will be implemented. For the IT-based project, Phase IV thereof will be the social marketing, communication plan and development of promotional materials to foster the public's cooperation/participation. There will also be publication in the respective CIG members' websites.