



(L-R) from left to right): ISA Executive Director Chris Zaens, ISA President Francisco C. Eizmendi, Engr. Ferdinand Caylao, Lt. Edwin German Cordova, Roderick Padua, Ben Jimena, Maria Gracia Chua, Fernando Limbitco, Myrla Abarquez-Rosalado, Francisco Caymo, Betty Merritt, Sonia Soto, and Jonathan Juan Moreno, newly named President of the Institute of Corporate Directors, ISA's sister organization.

Nine more ISA Associates added

They are often described as the "wind beneath the wings" of their respective local government units and sectoral and professional organizations that are now brandishing the title "PGS Partner".

After all, these dedicated men and women are professionals who provide technical and other support to their local chief executive or the leader of their institution. As such, they are fully aligned with and totally committed to the process of installing the Performance Governance System of the Institute for Solidarity in Asia (ISA). They also give impetus to the Office for Strategic Management or Centers for Leadership in their respective cities, organizations or institutions.

At the Public Governance Forum on March 24-25, 2010, the ISA institutionalized its Associates Program, designed for officers in its various PGS partners.

After undergoing an intensive program and passing a final panel examination, nine officers were included in the new Roll of ISA Associates.

The nine new ISA Associates are:

- Engr. Ferdinand Z. Caylao, City Administrator of San Fernando Pampanga;
- Mr. Francisco A. Caymo, Division Manager, Corporate Planning Office of the National Electrification Administration;
- Lt. Edwin German A. Cordova, Assistant Director and Branch Chief, Center for Naval Leadership & Excellence of the Philippine Navy;
- Ms. Maria Gracia A. Chua, Development Project Management Officer IV of the City Government of Iloilo;

- Mr. Ben Jimena, City Department Head II (City Tourism Officer) of the City Tourism & Development Office of Iloilo City;
- Engr. Fernando A. Limbitco, City Planning & Development Officer of the City of San Fernando Pampanga;
- Ms. Betty F. Merritt of the Board of Nursing;
- Mr. Roderick N. Padua, Director, Corporate Planning Office of the National Electrification Administration; and
- Ms. Merla Abarquez-Rosalado, Executive Secretary, Accreditation Office of Christ the King College

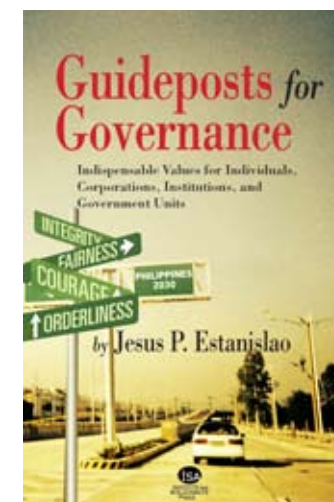
Governance book, ISA's 1st annual report launched

The Institute for Solidarity in Asia (ISA), together with its partners, marked another milestone with the launch of "Guideposts for Governance," the latest book of ISA founding chair Dr. Jesus P. Estanislao.

The book launch was held on March 24, 2010 at Dusit Thani Manila, with ISA's institutional and PGS partners in attendance. Before the book signing, some of the newly named ISA Associates took turns reading excerpts of the publication while a mime unveiled the four indispensable core values which, the author said, were essential elements to good governance. These are integrity, fairness, courage, and orderliness.

The occasion also served as a venue for ISA to launch its first annual report, which features its work with local government units, state agencies, national institutions, the public and private sectors, and global institutions that share its vision and core values. Carrying the theme "Well Done", the annual report doubles up as a "recipe book" on good governance as it highlights the breakthrough results of ISA's PGS partners.

SERVED WELL DONE
(Clockwise from top) Dr. Jesus P. Estanislao, ISA Founding Chair, thanks guests at the launch of his latest book. The cover of 'Guideposts for Governance'. A mime unveils the four guideposts for governance. Guests are "served" with ISA's first annual report, themed "Well Done."



SAVE THE DATE! Sept. 22-23, 2010, Sofitel Hotel, Manila



To register your interest, please contact:
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Governance and Strategy Execution: Achieving breakthrough performance in the next decade

Dr. David Norton, Founder and Director of the Palladium Group, co-creator of the Balanced Scorecard, and co-author with Robert S. Kaplan of eight Harvard Business Review articles and five books, will be the keynote speaker at the 2010 Palladium Asia-Pacific Summit and Hall of Fame for Executing Strategy.

The Summit will be jointly convened by the Palladium Group, the Institute for Corporate Directors, and the Institute for Solidarity in Asia.

The Palladium Balanced Scorecard Hall of Fame for Executing Strategy is recognized worldwide as the gold standard of strategic performance. Organizations chosen for the Hall of Fame are best practice exemplars of the five principles of a Strategy-Focused Organization as defined by Drs. Norton and Kaplan. For further information about the Palladium Balanced Scorecard Hall of Fame, visit www.thepalladiumgroup.com/about/hof/



"The efforts of the Philippine Government in raising the standards of governance in the public sector continue without any interruption. It transcends election cycles or the term of any Administration".

— Executive Secretary Leandro Mendoza

ALL FOR GOOD GOVERNANCE
(L-R) DOH Secretary Esperanza Cabral, DOTC Secretary Anneli Lontoc, DepEd Undersecretary Ramon Bacani, PNP Police Director Luizo Ticman, DPWH Assistant Secretary Raul Asis, and BIR Deputy Commissioner Celia King

Beyond elections

State agencies pursue anti-corruption reforms

Amidst the frenzy brought about by the upcoming May 2010 elections, the Philippine government has committed to sustain much-needed reforms to strengthen public institutions.

Executive Secretary Leandro Mendoza publicly made the commitment at the Public Governance Forum (PGF) held March 25, 2010 at the Dusit Thani Manila, Makati City.

The Forum, which carried the theme "Global Best Practices for Local Breakthroughs and Performance," was jointly convened by the Institute for Solidarity in Asia (ISA), the National Competitiveness Council (NCC) and the Development Academy of the Philippines (DAP). It drew 2700 participants from various sectors, including ISA's counterparts in Indonesia, Thailand, and Hong Kong, China, and ISA's institutional partners such as the

US-based Palladium Group and the Center for International Private Enterprise.

To demonstrate the Executive Branch's seriousness in its commitment, Sec. Mendoza announced the issuance of a memorandum order that adds six more state agencies to the roster currently adopting the Performance Governance System (PGS) pioneered by ISA based on the Balanced Scorecard, a globally recognized tool developed out of Harvard Business School.

"The efforts of the Philippine government in raising the standards of governance in the public sector continue without any interruption. It transcends election cycles or the term of any Administration..."

Continued on page 3





Learning from Hall of Famers

Global best practices in governance that led to breakthrough results



BEST PRACTICE CHAMPS
(Clockwise from top) Ms. Jin Hee Lee, Director of the Regulatory Reform Division of Korea Customs Service; Ms. Fumiko Tamura, Leader of Strategy Map & Balanced Scorecard in Nippon Ingelheim Boehringer of Japan; Ms. Sonia P. Soto, Vice President and General Manager of CLTV 36 in San Fernando Pampanga; Mr. Graeme Clentworth, Head of Planning at New Zealand Defense Force; and Mr. Ivan Choi of Palladium's Sydney office, serving the Asia-Pacific region.

One agency saw the volume of confiscated illegal drugs skyrocketing by 122%. One learned to deal with "less than ideal" situations and in the process transformed its entire organization. Another successfully faced the challenge of cascading reforms in a complex organization. And then there's the city which was able to build a constituency that is no longer concerned who the next Mayor would be.

If these tales of breakthroughs are hard to believe, it's because they could only have come from organizations that have been elevated to the Hall of Fame status when it comes to the successful application of the Balanced Scorecard (Performance Governance System in the case of the city).

At the Public Governance Forum last March 25, three BSC Hall of Fame awardees spoke of their experiences that led to dramatic breakthrough results. They were: Ms. Fumiko Tamura of Nippon Boehringer Ingelheim, Japan; Mr. Graeme Clentworth of the New Zealand Defense Force; and Mrs. Jin Hee Lee of the Korea Customs Service.

Ms. Sonia Soto of the City of San Fernando in Pampanga also presented the experiences of ISA's first Maharlika Hall of Fame awardee.

In addition, Mr. Ivan Choi of the Palladium Asia-Pacific group in Sydney shared insights into "Innovating for Results" and how organizations can leverage on the BSC/PGS to focus on innovation.

"Traditionally when we think of innovation, we talk about products," Mr. Choi said, adding that organizations, too, may build a culture of innovation that comes from "increasing transparency".

He added that organizations that do well usually have "quality-oriented policies like Six Sigma." However, "if the organization is driven by flexibility, Six Sigma may not work."

He said organizations must build "a culture that tolerates experimentation" to achieve breakthrough results.

PGS Partners level up

It isn't everyday that one witnesses a local chief executive struggling to show why his small town is more than just for a pretty postcard. Or a Navy captain demonstrating how a Sail Plan could guide the institution through rough waters. Or an Internal Revenue Commissioner talking about the agency's seriousness in combatting corruption.

Yet these events transpired all in just one day, on March 24, 2010, during the *revalida* sessions of the Institute for Solidarity in Asia (ISA) where aspirants to becoming Performance Governance System (PGS) Partners and those moving up the PGS Pathway proved their demonstrable success before a panel of evaluators of their respective governance scorecards. The panel was composed of ISA Founding Chair Dr. Jesus P. Estanislao, Center for Private Enterprise Regional Director for Asia John Callebaut, as well as the key presenters at the Public Governance Forum and ISA's institutional partners.

Joining the roster of 33 cities and municipalities currently in various stages of the PGS were the cities of Dipolog, Zamboanga del Norte and Talisay, Negros Occidental, and the Municipality of Sta. Fe in Nueva Vizcaya, which received the first-level "Initiated" status. Also moving up in the PGS Pathway were the following: the Philippine Navy and the Bureau of Internal Revenue (conferred with "Compliant" status, the second level), and the Philippine Nursing Profession, which moved up to the "Proficient" status, the third level in the Pathway. These PGS Partners have embraced the bottom-up approach to improve their governance practices.

Continued from page 1



Makati Business Club Executive Director Alberto Lim: "We're ready to join a multi-sector coalition on good governance."

It is this commitment to public sector excellence and sustainability that we wish to make at this Forum today," Sec. Mendoza said in his speech.

Recently initiated as PGS Partners are the following state agencies: Bureau of Internal Revenue (BIR), Philippine National Police (PNP), Department of Public Works and Highways (DPWH), Department of Transportation and Communications (DOTC), Department of Education (DepEd), and the Department of Health (DOH).

The second batch mandated to undergo the PGS are: the Department of Budget and Management, National Economic and Development Authority, the Presidential Management Staff, Department of Social Welfare and Development, Department of National Defense, and the Bureau of Customs.

At the Forum, the first batch of state agencies vowed to use the governance scorecards to measure and quarterly report on their performance under the PGS. They will make this

report public on their websites starting June 2010. Sec. Mendoza said this act is "a resounding proof of a genuine, positive and dramatic change in the manner government agencies deliver results. It enhances transparency on the performance of the agencies."

He added that the second batch of agencies will also post their governance scorecards by September 2010, and report on a quarterly basis their performance using their governance scorecards. "We are committed to institutionalizing the BSC-PGS until breakthrough results are achieved to further improve the governance landscape in the public sector," he stressed.

Aside from the National Government's commitment to pursue the PGS, the March Forum also saw the private sector taking up the challenge to institute anti-corruption reforms in its own ranks using the PGS and joining a multi-sector coalition that will institutionalize the reforms.

"If we demand good governance in government, it should also be demanded of business... Our ultimate vision is to come up with an ISO for companies and this will help the country in general. We're ready to join a multi-sector coalition," said Alberto Lim, Executive Director of the Makati Business Club.

The Forum also paved the way for an exchange of ideas between ISA's institutional partners, the Palladium Group and the Center for International Private Enterprise, and ISA's counterparts in Asia on setting up a regional collaborative on good governance called CLEAN (Centers for Leadership in East Asia Network). The regional network will serve as a platform for mutual sharing of good and successful initiatives in raising the standards of public governance practice, first in East Asia, and later in other parts of the Asia Pacific region.



PGS PARTNERS LEVELLING UP
(From top) The contingents from the City of Talisay led by Mayor Eric Saratan, and Santa Fe with Mayor Florante Gerdan (row 1); Dipolog City with Mayor Evelyn Uy, and the Nursing Profession (row 2); the Philippine Navy and the BIR (row 3)