



**GOP-UNDP PROGRAMME:  
FOSTERING DEMOCRATIC GOVERNANCE**



**UNIVERSITY OF THE PHILIPPINES – NATIONAL COLLEGE OF  
PUBLIC ADMINISTRATION AND GOVERNANCE (UP-NCPAG):  
IMPLEMENTING PARTNER**



- Project Title:** Public Sector Reform: Capacity Building for Career Executive Officers (CEOs) for Improved Access to Services Delivery by the Poor.
- Responsible Party:** Career Executive Service Board
- Implementing Partner:** National College of Public Administration and Governance – University of the Philippines (NCPAG - UP)
- Period Covered:** 2005 - 2009

**2006 PROJECT COMPLETION REPORT**

**I. Completion Stage**

Based on the Project Terms of Reference (PTOR) of the project entitled “Public Sector Reform: Capacity Building for Career Executive Officers (CEOs) for Improved Access to Services Delivery by the Poor,” the Career Executive Service Board (CESB) was able to comply and submit the following project outputs and deliverables. These are as follows:

Project Output No 1

Memorandum of Agreement (MOA) and Project Term of Reference (PTOR);

Project Output No. 2

- a.) Project Development Design for Capacity Building Activities; and
- b.) Prepared and finalized the pre-workshop exercises/templates; Workshop series design, schedules, exercises, templates, learning tools/aids, facilitators’ session guides;

Project Output No. 3

Conducted the following regional workshops:

- a.) Region III Forum on Public Sector Reform conducted and completed by March 31, 2006 in San Fernando City, Pampanga.

b.) Regional Pilot Multi-Sectoral Networking and Development Planning Workshop for Region VII conducted and completed by July 21, 2006 in Cebu City.

c.) Regional Pilot Multi-Sectoral Networking and Development Planning Workshop for Region X conducted and completed by August 17, 2006 in Cagayan De Oro City.

#### Project Output No. 4

Framework Plan for Strengthening the CES; and,

#### Project Output No. 5

Concept Paper on the Development of Case Studies on Public Sector Reforms Undertaken by CES Officials.

Moreover, the CESB complied with all the prescribed financial/liquidation reports based on the tranches indicated in the PTOR. The quarterly financial reports were submitted to the UNDP-PMO in accordance with the timeframe prescribed. Likewise, the disbursement of UNDP funds was done by the CESB in accordance with the generally accepted accounting standards and procedures prescribed by the Commission on Audit (COA).

The various stakeholders of the project such as the members of the CESB, Division Chiefs of the CESB Secretariat, NUCESO and regional associations, NEDA and the NGOs were consulted and actively participated in the conduct of the various activities under the project.

In the conduct of the regional workshops, although no commitments had been formalized with regional associations, it succeeded in strengthening the partnership between the CESB and its major stakeholders-the NUCESO, through continuing consultation and solicitation of their inputs. The regional workshop enabled the CESB to assist the regional CES organizations in performing major roles and has undertaken measures for the development of the region, in partnership with the regional stakeholders from various stakeholders.

Moreover, as an initial step towards formalizing the engagement of the NUCESO and its members in the project, the Framework Plan for Strengthening the CES through the Mentoring Program for CESOs and Third Level eligibles will be subjected to a validation and ratification of the general membership of the NUCESO during the NUCESO Convention in December, 2006.

## **II. Use of Project Outputs**

Although no commitments had been formalized and implemented, the regional workshops served as useful means in identifying problems, development interventions, and areas for convergence and partnerships that may be addressed by the CESOs and their regional partners in the future.

## **III. Factors that Affected Implementation**

The following are the factors that facilitated the implementation of the project:

- 1.) In the conduct of the Region III workshop, the Chairperson of the CESB/CSC gave a broad perspective of the CES thereby providing a good reference point for discussions of specific agency based issues of the participants.
- 2.) In the conduct of the regional workshop in Region X, it bears stressing that the CES organization in that region has an existing Strategic Development Framework which served as the main reference for the planning workshop exercises. Likewise, the organization nurtured strong working relationship and linkages with civil society and non-government organizations which greatly facilitated the leveling of expectations, created a conducive working environment and strengthened commitment setting for the proposed regional development projects. Project planning, implementing and monitoring structures were also installed and working under the multi-stakeholder partnership.

The following are the factors that hindered the implementation of the project:

- 1.) Lack of technical manpower to handle the UNDP project. Some CESB personnel particularly the ones in-charge of the project already transferred to other agencies. Filling-up of the vacated positions were not done in view of the pendency of the approval of the CESB Rationalization Plan;
- 2.) As a result of lack of manpower, CESB personnel resorted to multi-tasking thereby giving them the UNDP project as an additional workload. Thus, resulting in less focus on the assignments given;
- 3.) Due to the fast turnover of CESB personnel and the issues brought about by the Rationalization Plan, continuity in project management and the stability of its operations has been disrupted.
- 4.) Project related activities were delayed by two (2) quarters due to mobilization problem by the agency. Thus, the agency was forced to deliver all outputs within a period of six (6) months;

- 5.) In the conduct of the regional workshop in Region VII (Cebu City, it is noted that the CES Organization in that region was neither prepared to assume the lead role nor committed itself to forge and enhance a regional tripartite partnership that will plan, implement and monitor region-based development interventions. Individual members preferred to work towards ensuring the commitments of the government agencies they represent due to their existing mandates and command of available resources in spearheading and managing regional tripartite partnerships. Likewise, other regional stakeholders expressed reservations in entering into the intended partnership with the CES associations under these circumstances.

#### **IV. Evaluation of Project Outputs vs CPAP Multi-year Expected Outputs and Output Targets for 2005**

The project contributes to the CPAP Output 2.2: Enhanced capacities of oversight government bodies to rationalize government service, curb corrupt practices and promote ethical behavior in public service to make service more accessible. The collective action undertaken by the CESB, the Third Level Champion and the NUCESO, in itself, is a means and an end. It is a means, because a collective action is a way to strengthen their voice in curbing corruption and promoting good governance and ethical behavior. It also facilitates convergence and partnerships, more strategic planning, and learning and capacity building. This collective action is an end because it is a result of efforts to level-off expectations and locate common ground. These collective actions will eventually contribute to the attainment of CPAP Output 2.2.

#### **V. Indicative Progress vis-à-vis CPAP Outcomes**

The project objectives are aligned with and aimed to contribute to the achievement of the CPAP output target/ indicator of partnerships and networks forged and strengthened between business sector, local resource institutes and civil society.

However, the indicative progress of the project a propos the CPAP outcomes particularly item no. 2.1 cannot yet be determined at the moment.

Although the project outputs and deliverables were already completed and achieved within the year, no expected results/outcomes can yet be determined even in the short term. In the same manner, other project outputs have just been completed, hence, no CPAP outcome can be expected at this point.

#### **VI. Indicative Progress of the Project's Human Rights and Gender Mainstreaming**

The project supports the basic rights of people to be heard and to take part in development planning, through their chosen representatives. The CESB

conducted three Regional Multi-Sectoral Workshops that ensured the participation of representatives from basic sectors, such as women, persons with disabilities, as well as from the academe, business, agricultural workers, environment and informal settlers. The people, through their representatives identified issues that beset the CES and bureaucracy as a whole.

The CESB also capacitated the CESB-PMT through awareness-raising on human rights and gender mainstreaming issues. As an organization, the CESB is now more capacitated in identifying human rights and gender issues that affect the CES, as well possible interventions which may address these issues.

## **VII. Lessons Learned**

The following are the recommendations the CESB intends to implement to improve planning and management of the project:

1. It is important to equip CESB personnel in charge of the UNDP project with the necessary knowledge and skills in project planning and management;
2. The CESB Rationalization Plan will be used as an opportunity to hire personnel with the appropriate competencies in project planning and management;
3. Designate a unit that will serve a PMO that would assume accountability and management over the project to ensure continuity and delivery of results;

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