

GOVERNMENT OF THE  
PHILIPPINES  
IN COLLABORATION WITH THE  
UNITED NATIONS DEVELOPMENT  
PROGRAMME



PORTFOLIO ON ENABLING ENVIRONMENT:  
**POVERTY REDUCTION  
THROUGH  
GOOD GOVERNANCE**

2002-2004



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# **Strategic Agenda Framework**

**2002-2004**



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

## **STRATEGIC AGENDA FRAMEWORK**

### **2002-2004**

#### **THE THREE-POINT AGENDA**

The Governance Portfolio Strategic Agenda Framework for 2002-2004 supports the policy directions of President Gloria Macapagal-Arroyo's administration and some of the key priorities as defined in the revised Medium Term Philippine Development Plan for 2001-2004. It is a three-point Governance Agenda that is directed towards contributing to the substantive reduction of poverty in the country. In order to attain this goal, focus shall be given to the capacity development of government, civil society and the private sector to create an enabling environment for governance reforms at all levels. Reforms to be pursued in key strategic points shall mainstream perspectives and approaches on globalization, human rights and gender.

#### **Agenda 1: Sustaining the Gains of Public Sector Reforms**

This agenda shall sustain and complement initiatives for strategic governance reforms within the government's executive, legislative and judicial branches. It shall address the capacity development requirements of the government machinery to enable it to effectively manage fiscal and economic resources, administer public personnel, formulate and enforce policies, and deliver adequate services to the people. It shall pursue initiatives that promote and provide opportunities to incorporate the elements of good governance in key areas such as access to justice, decentralization, participation, anti-corruption, gender and human rights. Particular attention will be given to the capacity development of the state to fulfill its obligations to promote, respect, and protect the rights of the poor and marginalized sectors in the country.

The agenda on public sector reforms shall be pursued on various fronts by key government agencies. To pursue economic sector reforms and reengineering the bureaucracy, the Department of Budget and Management shall take the lead, together with institutional members of the Presidential Committee on Effective Governance (PCEG) such as the National Economic and Development Authority (NEDA) and the Department of Finance. To push effective policies and institutionalized mechanisms to address corruption, partnerships shall be strengthened with key independent constitutional bodies such as the Commission on Audit for accounting and audit reforms; Office of the Ombudsman to improve public assistance, graft prevention, investigation, prosecution and administrative adjudication; Civil Service Commission to enhance the capacity of the bureaucracy; and Commission on Elections (COMELEC) for electoral reforms. To ensure capacity development at the local level, the Department of Interior and Local Government, together with the different leagues of local government units and academic learning institutions nationwide, shall act as major partners. To develop the legislative oversight capacity of government, the Portfolio shall work with the Philippine Congress as well as the local sanggunians, particularly in the areas of improving capacities for reformed legislative support processes and for mainstreaming gender and human rights in legislation. And finally, to ensure that justice and the Judiciary are made more accessible to the poor and disadvantaged, the Supreme Court of the Philippines and its attached institutions shall take the lead role in judicial reforms.

## **Agenda 2: Strengthening Citizenship and Citizens' Oversight in Governance**

Parallel to the support provided to the GOP, civil society and private sector organizations shall likewise be assisted in the development of their capacities to enable effective engagement with government in its various governance processes and mechanisms. The agenda will focus on equipping them with the necessary knowledge, tools and skills, as well as assist them in organizing and mobilizing their respective constituencies to promote good governance.

Networks of civil society organizations composed of NGOs, people's organizations and academic institutions will be the principal partners in developing innovative participatory approaches to promote good governance. Media groups also have a major role to play in promoting public access to information at all levels and in advocating good governance practices. On the other hand, the private sector, through organized business associations, shall take the lead in advancing corporate citizenship nationwide.

### **Agenda 3: Mainstreaming Human Rights, Gender and Globalization in Governance**

As crosscutting themes, the agenda shall support the efforts of the national government and civil society to mainstream significant and interrelated concerns such as human rights, gender and globalization into the core work of governance. It shall attempt to develop institutional capacities with the end in view of integrating these concerns in the design, formulation, planning, budgeting and implementation of their programmes at the national and local levels.

In mainstreaming human rights, gender and globalization in the Portfolio, the Commission on Human Rights and the National Commission on the Role of Filipino Women shall work in partnership with relevant networks of civil society organizations, media groups and private sector associations to advocate for public sector reforms and greater citizens' participation. Developing the capacities for globalization shall be led by NEDA, together with key research institutions and civil society organizations.

## **ELEMENTS OF THE STRATEGIC AGENDA**

Each element of this agenda is defined by a cluster of concerns that seeks to build a stronger foundation in the promotion and practice of good governance at all levels and sectors in society. Interventions will primarily be directed towards the development of capacities among key institutional stakeholders to serve as effective advocates for reforms, and practitioners of transparency and accountability to effectively generate the following:

***BASELINES.*** Regular assessments and analysis to determine and understand the state of governance, taking into consideration the institutional players as well as the context within which they operate and interact.

***BENCHMARKS.*** Measurement tools and systems that determine the quality of processes adopted and the results achieved by institutions in the performance of their respective mandates to address public demands and expectations.

***BLUEPRINT.*** A common roadmap that defines the strategic policy directions and actions needed by institutions to effectively pursue reforms that will contribute to the reduction of poverty and further marginalization.

***BEST PRACTICES.*** Developed, replicated and/or institutionalized initiatives that significantly contribute to the promotion and practice of good governance in all aspects of society.

**BENEFITS.** Contribution of reform initiatives in the improvement of the quality of life of disadvantaged sectors and communities, and the enhancement of institutional capacities to achieve this improvement.

Capacity development interventions in the Governance Portfolio shall have at least ten modalities:

**CONSTITUENCY-BUILDING.** Broadening the support base of stakeholders for good governance by organizing and mobilizing issue-based coalitions and networks.

**AWARENESS-RAISING.** Increasing the level of understanding of various stakeholders on good governance through campaigns, events engineering and other promotional activities.

**POLICY ADVISE AND ADVOCACY.** Providing technical and analytical inputs, as well as pushing for the institutionalization of sound governance policies at all levels.

**ACTION RESEARCH.** Developing baselines, benchmarks and analytical studies on strategic issues and concerns that impact on governance.

**CONSENSUS-BUILDING.** Establishing a common agenda, and areas of interest and action among key stakeholders on strategic issues and concerns related to governance through consultations and dialogues.

**INSTITUTIONAL DEVELOPMENT.** Reengineering organizations through change management processes to become relevant, effective and strategic institutions for good governance.

**TRAINING TECHNOLOGIES AND TOOLS.** Designing and utilizing technologies and tools, and developing and conducting training activities for governance stakeholders to effectively adapt to internal and external changes.

**INFORMATION MANAGEMENT.** Developing and installing electronic systems, and increasing access to data and information relevant to the promotion and practice of governance among different stakeholders.

**EQUITY, EMPOWERMENT, EFFICIENCY AND EFFECTIVENESS MEASUREMENTS.** Developing and institutionalizing a standard governance performance system among stakeholders.

**SYSTEMS DEVELOPMENT.** Incubating, installing, integrating and institutionalizing approaches, processes and mechanisms to enhance current practices in policy-making, planning, budgeting, implementation, mobilization and monitoring.

## **PORTFOLIO OUTCOMES AND INTENDED OUTPUTS**

The Philippine Governance Portfolio is organized into nine programmes. Each programme is composed of projects and projects components that are aligned towards the achievement of four Portfolio Outcomes on government and civil society interventions, as well as on right to development and management of globalization, as follows:

**OUTCOME 1:** Strengthened capacity of government that are transparent, accountable, ethical, human rights- and gender-responsive, effective and efficient in policy formulation, enforcement and adjudication; economic and fiscal management; service delivery; and civil service administration

### **Intended Outputs**

- A common framework and agenda developed and advocated, integrating key principles of good governance
- Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interests of all, especially the poor and other vulnerable groups
- Best practices in good governance documented, recognized, promoted, and/or replicated government-wide
- Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local levels

**OUTCOME 2:** Strengthened capacity of organized, responsible, accountable, and transparent civil society organizations, media and private sector groups to effectively engage with government and actively exercise their rights and citizenship role to promote good governance

- Networks and broad constituencies mobilized within and/or among the sectors to push for governance reforms
- Active participation/engagement pursued in various aspects of governance processes and levels
- Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced

- Best practices on citizenship documented, recognized, promoted and/or replicated

**OUTCOME 3:** Strengthened capacity of institutions to promote and protect right to development

- Awareness of institutions of the human rights framework and its application to specific areas of activity
- Human rights (civil, cultural, economic, and social) standards and approaches applied in key governance processes and interventions
- Adequate baselines and guidelines established in order to ensure strategic interventions across institutions to advance the rights to development

**OUTCOME 4:** Strengthened national and local capacities, including civil society organizations, media, and the private sector to manage globalization consistent with national anti-poverty strategies and poverty reduction goals

- Interventions undertaken to enhance level of awareness and consensus among constituencies and stakeholders on globalization issues, causes and measures for improving governance
- Capability building undertaken to equip and/or enhance skills and knowledge of stakeholders to manage globalization

Indicative activities are identified for each project and project component, which are programmed over a three-year period (2002-2004).

## **THE PROGRAMMES**

The nine Programmes of the Philippine Governance Portfolio are the following:

**PHI/02/006 ELECTORAL AND POLITICAL REFORMS** supports efforts in strengthening the capacity of COMELEC and other government institutions to manage a transparent, accountable and participatory electoral process and political system, and civil society to push for broad-based participation and government accountability.

**PHI/02/007 JUDICIAL REFORM** provides assistance to the Judiciary, other pillars of the justice system and civil society organizations to increase the legal security of the poor and the disadvantaged by improving their access to justice.

**PHI/02/008 ANTI-CORRUPTION** involves strengthening and sustaining institutional capacities of government agencies for transparent, accountable and efficient public services and oversight management of the public sector. It also supports strengthening civil society capacity to effectively engage government in enhancing institutional integrity and accountability.

**PHI/02/009 CIVIL SERVICE AND ECONOMIC MANAGEMENT** seeks to pursue enhanced capacities of oversight agencies and reforms in the bureaucracy through change management that complement current efforts of the PCEG and other similar bodies. Capacities of civil society will likewise be developed for more active and meaningful participation in the delivery of public services and other governance processes.

**PHI/02/010 DECENTRALIZATION AND LOCAL GOVERNANCE** focuses on strengthening the capacities of oversight agencies, local government units, academic institutions and civil society organizations in planning, fiscal administration, budgeting, policymaking and advocacy, performance monitoring and resource mobilization towards improved local governance.

**PHI/02/011 RIGHT TO DEVELOPMENT** directs efforts in the mainstreaming of gender and human rights in government policies and operations, as well as activities that strengthen civil society involvement in the mainstreaming process. It also addresses the role of media in promoting these rights as well as the state's obligation to fulfill them.

**PHI/02/012 LEGISLATIVE REFORM** aims to strengthen the institutional capacities of the Senate, House of Representatives and the Legislative-Executive Development Advisory Council towards enhanced legislation processes, and expand stakeholder participation through improved institutional arrangements and competencies of professional technical support for lawmakers.

**PHI/02/013 GLOBALIZATION AND CORPORATE CITIZENSHIP** seeks to improve stakeholder knowledge and understanding of globalization issues, and develop capacities to manage its impact. Similarly, capacity development interventions related to corporate citizenship aim to enhance social responsibility, transparency and accountability in the private sector.

**PHI/02/014 GOVERNANCE REVIEW** deals with strengthening the capacity of independent institutions to assess and analyze the quality of governance in the country, and the individual and collective performance of government, civil society and the private sector in advocating required reforms.

**BUDGET SUMMARY (YEARS 2002-2004)**  
**Based on UNDP Committed Funds**  
**In US \$**

PROGRAMME/PROJECT/ COMPONENT	YEAR 2002	YEAR 2003	YEAR 2004	TOTAL
	UNDP and Possible Other Donors	UNDP and Possible Other Donors	UNDP and Possible Other Donors	
<b>PHI/02/006 ELECTORAL AND POLITICAL REFORMS</b>				
1. Government Agencies	12,800	98,000	95,000	205,800
a. Framework and Agenda	2,560	19,600	19,000	41,160
b. Plans, Policies, Structures Established	5,120	39,200	38,000	82,320
c. Best Practices	3,200	24,500	23,750	51,450
d. Performance Management	1,920	14,700	14,250	30,870
2. Civil Society Organizations	9,090	60,000	60,000	129,090
a. Networks and Broad Constituencies	909	6,000	6,000	12,909
b. Active Participation	3,636	24,000	24,000	51,636
c. Awareness, Knowledge, Skills, and Information	2,727	18,000	18,000	38,727
d. Best Practices	1,818	12,000	12,000	25,818
3. Programme Management Office	3,000	23,800	18,200	45,000
<b>SUB-TOTAL</b>	<b>24,890</b>	<b>181,800</b>	<b>173,200</b>	<b>379,890</b>
<b>PHI/02/007 JUDICIAL REFORM</b>				
1. Government Agencies	47,000	110,000	100,000	257,000
a. Framework and Agenda	9,400	22,000	20,000	51,400
b. Plans, Policies, Structures Established	18,800	44,000	40,000	102,800
c. Best Practices	11,750	27,500	25,000	64,250
d. Performance Management	7,050	16,500	15,000	38,550
2. Civil Society Organizations	3,000	20,000	30,000	53,000
a. Networks and Broad Constituencies	300	2,000	3,000	5,300
b. Active Participation	1,200	8,000	12,000	21,200
c. Awareness, Knowledge, Skills, and Information	900	6,000	9,000	15,900
d. Best Practices	600	4,000	6,000	10,600
3. Programme Management Office	6,600	20,400	15,600	42,600
<b>SUB-TOTAL</b>	<b>56,600</b>	<b>150,400</b>	<b>145,600</b>	<b>352,600</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

PROGRAMME/PROJECT/ COMPONENT	YEAR 2002	YEAR 2003	YEAR 2004	TOTAL
	UNDP and Possible Other Donors	UNDP and Possible Other Donors	UNDP and Possible Other Donors	
<b>PHI/02/008 ANTI-CORRUPTION</b>				
1. Government Agencies	12,850	70,000	75,000	157,850
a. Framework and Agenda	2,570	14,000	15,000	31,570
b. Plans, Policies, Structures Established	5,140	28,000	30,000	63,140
c. Best Practices	3,212	17,500	18,750	39,462
d. Performance Management	1,928	10,500	11,250	23,678
2. Civil Society Organizations	6,400	30,000	25,000	61,400
a. Networks and Broad Constituencies	640	3,000	2,500	6,140
b. Active Participation	2,560	12,000	10,000	24,560
c. Awareness, Knowledge, Skills, and Information	1,920	9,000	7,500	18,420
d. Best Practices	1,280	6,000	5,000	12,280
3. Programme Management Office	2,400	15,300	11,700	29,400
<b>SUB-TOTAL</b>	<b>21,650</b>	<b>115,300</b>	<b>111,700</b>	<b>248,650</b>
<b>PHI/02/009 CIVIL SERVICE AND ECONOMIC MANAGAMENT</b>				
1. Government Agencies	96,000	130,000	130,000	356,000
a. Framework and Agenda	19,200	26,000	26,000	71,200
b. Plans, Policies, Structures Established	38,400	52,000	52,000	142,400
c. Best Practices	24,000	32,500	32,500	89,000
d. Performance Management	14,400	19,500	19,500	53,400
2. Civil Society Organizations	3,000	15,000	20,000	38,000
a. Networks and Broad Constituencies	300	1,500	2,000	3,800
b. Active Participation	1,200	6,000	8,000	15,200
c. Awareness, Knowledge, Skills, and Information	900	4,500	6,000	11,400
d. Best Practices	600	3,000	4,000	7,600
3. Programme Management Office	13,800	22,100	16,900	52,800
<b>SUB-TOTAL</b>	<b>112,800</b>	<b>167,100</b>	<b>166,900</b>	<b>446,800</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

PROGRAMME/PROJECT/ COMPONENT	YEAR 2002	YEAR 2003	YEAR 2004	TOTAL
	UNDP and Possible Other Donors	UNDP and Possible Other Donors	UNDP and Possible Other Donors	
<b>PHI/02/010 DECENTRALIZATION AND LOCAL GOVERNANCE</b>				
1. Government Agencies	58,000	140,000	130,000	328,000
a. Framework and Agenda	11,600	28,000	26,000	65,600
b. Plans, Policies, Structures Established	23,200	56,000	52,000	131,200
c. Best Practices	14,500	35,000	32,500	82,000
d. Performance Management	8,700	21,000	19,500	49,200
2. Civil Society Organizations	34,560	100,000	80,000	214,560
a. Networks and Broad Constituencies	3,456	10,000	8,000	21,456
b. Active Participation	13,824	40,000	32,000	85,824
c. Awareness, Knowledge, Skills, and Information	10,368	30,000	24,000	64,368
d. Best Practices	6,912	20,000	16,000	42,912
3. Programme Management Office	12,600	35,700	24,700	73,000
<b>SUB-TOTAL</b>	<b>105,160</b>	<b>275,700</b>	<b>234,700</b>	<b>615,560</b>
<b>PHI/02/011 RIGHT TO DEVELOPMENT</b>				
1. Government Agencies	84,700	60,000	60,000	204,700
a. Awareness of framework and application	16,940	12,000	12,000	40,940
b. Standards and approaches	46,585	33,000	33,000	112,585
c. Baselines and guidelines	21,175	15,000	15,000	51,175
2. Civil Society Organizations	15,000	80,000	80,000	175,000
a. Awareness of framework and application	6,000	32,000	32,000	70,000
b. Standards and approaches	6,000	32,000	32,000	70,000
c. Baselines and guidelines	3,000	16,000	16,000	35,000
3. Programme Management Office	13,800	22,100	16,900	52,800
<b>SUB-TOTAL</b>	<b>113,500</b>	<b>162,100</b>	<b>156,900</b>	<b>432,500</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

PROGRAMME/PROJECT/ COMPONENT	YEAR 2002	YEAR 2003	YEAR 2004	TOTAL
	UNDP and Possible Other Donors	UNDP and Possible Other Donors	UNDP and Possible Other Donors	
<b>PHI/02/012 LEGISLATIVE REFORM</b>				
1. Government Agencies	19,200	52,000	55,000	126,200
a. Framework and Agenda	3,840	10,400	11,000	25,240
b. Plans, Policies, Structures Established	7,680	20,800	22,000	50,480
c. Best Practices	4,800	13,000	13,750	31,550
d. Performance Management	2,880	7,800	8,250	18,930
2. Civil Society Organizations	3,000	10,000	10,000	23,000
a. Networks and Broad Constituencies	300	1,000	1,000	2,300
b. Active Participation	1,500	5,000	5,000	11,500
c. Awareness, Knowledge, Skills, and Information	1,200	4,000	4,000	9,200
d. Best Practices	0	0	0	0
3. Programme Management Office	3,000	10,200	7,800	21,000
<b>SUB-TOTAL</b>	<b>25,200</b>	<b>72,200</b>	<b>72,800</b>	<b>170,200</b>
<b>PHI/02/013 GLOBALIZATION AND CORPORATE CITIZENSHIP</b>				
1. Government Agencies	25,000	50,000	60,000	135,000
a. Awareness and framework development	10,000	20,000	24,000	54,000
b. Capability Building	15,000	30,000	36,000	81,000
2. Civil Society Organizations	5,000	25,000	25,000	55,000
a. Awareness and framework development	2,000	10,000	10,000	22,000
b. Capability Building	3,000	15,000	15,000	33,000
3. Programme Management Office	4,200	11,900	10,400	26,500
<b>SUB-TOTAL</b>	<b>34,200</b>	<b>86,900</b>	<b>95,400</b>	<b>216,500</b>

GOP-UNDP Program Portfolio  
 ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE

PROGRAMME/PROJECT/ COMPONENT	YEAR 2002	YEAR 2003	YEAR 2004	TOTAL
	UNDP and Possible Other Donors	UNDP and Possible Other Donors	UNDP and Possible Other Donors	
<b>PHI/02/014 GOVERNANCE REVIEW</b>				
1. Government Agencies	4,700	40,000	55,000	99,700
a. Framework and Agenda	940	8,000	11,000	19,940
b. Plans, Policies, Structures Established	1,880	16,000	22,000	39,880
c. Best Practices	1,175	10,000	13,750	24,925
d. Performance Management	705	6,000	8,250	14,955
2. Civil Society Organizations	700	10,000	10,000	20,700
a. Networks and Broad Constituencies	70	1,000	1,000	2,070
b. Active Participation	420	6,000	6,000	12,420
c. Awareness, Knowledge, Skills, and Information	210	3,000	3,000	6,210
d. Best Practices	0	0	0	0
3. Programme Management Office	600	8,500	7,800	16,900
<b>SUB-TOTAL</b>	<b>6,000</b>	<b>58,500</b>	<b>72,800</b>	<b>137,300</b>
<b>GRAND TOTAL</b>	<b>500,000</b>	<b>1,270,000</b>	<b>1,230,000</b>	<b>3,000,000</b>

PHI / 02 / 006

# **Electoral and Political Reforms**



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

**PHI / 02 / 006 ELECTORAL AND POLITICAL REFORMS:  
STRENGTHENING INSTITUTIONAL CAPACITIES  
TO PURSUE MEANINGFUL ELECTORAL  
AND POLITICAL REFORMS**

The exercise of free and responsible suffrage promotes citizens' participation and government accountability in pursuing sustainable development. Credible and transparent electoral processes are essential in achieving political legitimacy, acceptability, accountability and stability. The need to review electoral and political processes is thus imperative in attaining a strong, stable and functioning democracy. This Programme seeks to address issues in the Philippine electoral and political institutions and systems by providing policy advice, capacity development and advocacy for broad-based participation and sustainable electoral and political reforms in the country. It shall provide venues and mechanisms for government and non-government institutions to effectively engage in electoral and political reforms. Special attention will be given to the disadvantaged groups such as the poor, vulnerable sectors and overseas Filipino workers to fully exercise their right to suffrage and participate meaningfully in various political processes.

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## 1 SITUATION ANALYSIS

Political stability is crucial to sustainable development. It relies on the quality of governance, which is strongly influenced by the kind of leadership and citizens' participation prevailing in the country. When government respects the rights of all citizens and allows them a say in the decisions that affect their lives, governance becomes inclusive and provides for an environment that promotes sustainable development.

Governance for human development is about effective and fair institutions and rules that promote democratic participation. Central to the political life of a nation, fair and periodic elections are crucial to popular participation and government accountability. The full expression of the right to suffrage ensures the realization of a broad-based democracy.

However, reforms in electoral and political plans, policies, structures and mechanisms play an important role in enabling the meaningful participation of citizens in the electoral and political processes, and in enhancing the credibility of the whole exercise. Electoral and political reform measures are designed to address the following challenges and issues:

- **Underutilized system of party-list representation in the national legislature.** The implementation of RA 7941 (Party-List Law) has resulted in filling only fourteen and seven seats in the 1998 and 2001 elections, respectively, out of more than fifty available seats in the House of Representatives. Questions regarding the credentials of many of the 162 party-list organizations have been raised, and the requirement for a two percent threshold has rendered itself controversial, allowing the inclusion of only five qualified party-list organizations in the electoral processes.
- **Persistent disenfranchisement of citizens.** The majority of the 7.38 million Filipinos living and working abroad are still unable to exercise their right to suffrage, as Congress has not passed the appropriate law for this purpose.
- **Non-implementation of sectoral representation in local legislature.** Sectoral representation in local legislatures is provided under the Constitution and in the Local Government Code. However, local governments have opposed its implementation, leaving it generally unimplemented.
- **Non-passage of Congressional Bills on Constitutional and Electoral reforms.** Amendments need to be effected in the existing Omnibus Election Code of 1984 since many of its provisions are already obsolete and have been amended only by specific election laws such as the Continuing Registration Act, Electoral Modernization Law and the Fair Election Law. Bills implementing constitutional electoral reforms have constantly been filed in Congress but were never passed into laws.

- **Structural deficiencies of the political and electoral systems.** The whole electoral process generally remains manual and antiquated. There are also issues on the adaptability of the current political system and structures to current and changing developments, including globalization and rising democratic expectations.

Clearly, advocating the full expression of the right to suffrage requires the development of capacities for effective and sustained electoral and political reform measures. This is consistent with the Philippine Governance Portfolio's Outcomes 1 and 2, which are directed towards the strengthened capacities of government, civil society, private sector, and the media for good governance.

## **2 STRATEGY**

Reforms in the electoral and political processes in the Philippines aim to achieve political stability and expand people's participation in democratic governance. These include extending to disenfranchised citizens, such as overseas Filipinos, their right to suffrage; developing politically-aware and well-informed citizenry; developing electoral ethics; training of competent democratic leaders from marginalized and underrepresented sectors; ensuring the conduct of free, orderly, honest, peaceful and credible elections; modernizing electoral processes; and instituting structural reforms in electoral management.

The Programme has been specifically designed to address the issues in the Philippine electoral and political institutions and systems, including the marginalization of the disadvantaged sectors in exercising their right to suffrage and their participation in political processes. It shall provide venues and mechanisms to allow government and non-government institutions to engage in constructive and progressive dialogues to assess, analyze and advocate for collective undertakings, and develop a blueprint of action for sustainable electoral and political reforms in the country.

Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, the Programme pursues electoral and political reforms through parallel and complementary tracks. On one hand, it shall work towards strengthening the capacities of key government institutions to initiate reforms in the electoral and political systems and serve as vanguards of the citizens' democratic rights. Partnerships will be established with the COMELEC, for the implementation of electoral reforms and the management of electoral processes; the Congress of the Philippines, for the enactment of electoral and political reform measures; and the Office of the President and the executive departments, particularly the Departments of the Interior and Local Government and National Defense, for the necessary assistance to the COMELEC in the implementation of election laws.

At the same time, the Programme shall support non-government institutions, such as national and local civil society organizations, the academe and independent media groups, to push for sustained reforms in the electoral and political systems, while safeguarding the citizens' right to suffrage and participation, particularly those of the disadvantaged sectors.

In both tracks, the mainstreaming of human rights and democracy in the electoral and political processes shall be observed in the capacity development of key partners.

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 1</b>                  Strengthened capacity of government institutions that are transparent, accountable, ethical, human rights- and gender-responsive, effective and efficient in policy formulation, enforcement and adjudication; economic and fiscal management; service delivery; and civil service administration</p>
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Amendments to existing laws, rules and regulations included/incorporated in the drafting of amendatory bills</li> <li>• Laws on electoral reforms passed containing proposed inputs from this effort</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.2.1 Institutional capacity of parliamentary structures, systems and processes</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The Commission on Elections (COMELEC) shall partner with other relevant government agencies like the Congress of the Philippines, as well as with pertinent civil society organizations (CSOs) to build and reinforce their capacity, and ensure complementation of efforts and resources towards meaningful electoral and political reforms.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 006 - STRENGTHENING INSTITUTIONAL CAPACITIES TO PURSUE MEANINGFUL ELECTORAL AND POLITICAL REFORMS</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance	1.1.1 Electoral and political reform framework and agenda formulated, updated, adopted and/or disseminated with the support of key stakeholders	1.1.1.1 Define and develop project approach and methodology 1.1.1.2 Conduct baseline studies/ situation analysis/review 1.1.1.3 Establish multi-stakeholder technical working group(s) 1.1.1.4 Draft and design framework/agenda 1.1.1.5 Conduct consultative workshops for government, civil society and business sector 1.1.1.6 Finalize, validate and publish framework /agenda	116,000

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>1.2 Plans, policies, structures, systems, mechanisms and resources established and enhanced to effectively address the rights and interests of all especially the poor and other vulnerable groups</p>	<p>1.2.1 Inter-agency and/or multi-stakeholder groups, committees, and/or councils organized and/or strengthened, to coordinate and advocate the implementation of electoral and political reforms</p>	<p>1.2.1.1 Define and develop project approach and methodology</p> <p>1.2.1.2 Formulate/conceptualize/ assess organization and modalities of the group, committee or council</p> <p>1.2.1.3 Organize/conduct multi-stakeholder consultative workshops</p> <p>1.2.1.4 Organize, mobilize, and institutionalize group, committee or council</p>	<p>232,000</p>
	<p>1.2.2 Government-wide, agency-specific and/or issue-based campaigns and/or promotional activities conducted to increase public awareness on electoral and political issues, such as:</p> <ul style="list-style-type: none"> <li>• Campaign against undue interference in the electoral process</li> <li>• Public support to and acceptance of electoral modernization initiatives</li> <li>• Issues on campaign financing</li> </ul>	<p>1.2.2.1 Design information and promotional campaign strategies</p> <p>1.2.2.2 Conduct consultative workshops</p> <p>1.2.2.3 Implement information and promotion campaign strategies through various modalities</p> <p>1.2.2.4 Evaluate outcomes of interventions</p> <p>1.2.2.5 Document and submit reports</p>	
	<p>1.2.3 Legislative and/or administrative measures to reform electoral/political institutions and systems drafted, advocated, passed and/or issued in Congress, Executive Branch and/or Constitutional bodies, such as:</p> <ul style="list-style-type: none"> <li>• Amendments to the Omnibus Election Code</li> <li>• Reforms in election rules and regulations</li> <li>• Formulation/strengthening of rules and regulations regarding undue interference in the electoral process</li> </ul>	<p>1.2.3.1 Develop overall project approach and methodology</p> <p>1.2.3.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations</p> <p>1.2.3.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>1.2.3.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>1.2.3.5 Consult stakeholders and fine tune proposals</p> <p>1.2.3.6 Formulate and implement advocacy strategy</p> <p>1.2.3.7 Evaluate outcome of interventions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.4 Baselines, action researches and/or analytical studies on key electoral and political reform issues completed, disseminated and/or advocated, such as:</p> <ul style="list-style-type: none"> <li>• Research/study on undue interference in the electoral process</li> </ul>	<p>1.2.4.1 Develop overall project approach and methodology</p> <p>1.2.4.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>1.2.4.3 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops/ conference</p> <p>1.2.4.4 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p> <p>1.2.4.5 Advocate for the adoption of recommended actions to relevant institutions</p>	
	<p>1.2.5 Organization review and/or capacity needs assessment for specific agencies involved in the management and conduct of the electoral and political process completed, disseminated, advocated and/or adopted, such as:</p> <ul style="list-style-type: none"> <li>• Structural reform requirements of Philippine electoral management</li> </ul>	<p>1.2.5.1 Develop assessment approach and methodology</p> <p>1.2.5.2 Conduct and validate assessment in targeted agencies and processes</p> <p>1.2.5.3 Prepare report containing finding, analysis and recommendations based on the assessment</p> <p>1.2.5.4 Conduct consultations with stakeholders, and validate recommendations made</p> <p>1.2.5.5 Fine tune, finalize, and submit/disseminate reports</p> <p>1.2.5.6 Advocate for the adoption of recommended actions to relevant institutions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.6 Reengineering of electoral agencies/bodies implemented through change management processes and development of institutional mechanisms to enhance electoral/political institutions, systems and processes, such as:</p> <ul style="list-style-type: none"> <li>• Setting up of system to monitor and prevent undue interference in the electoral process</li> <li>• Automation of voter's list and counting/canvassing of votes</li> <li>• Adoption of a code of ethics for agencies involved in managing electoral processes</li> <li>• Transparent screening procedures for appointments in the agencies/bodies managing electoral process</li> </ul>	<p>1.2.6.1 Develop project approach and methodology</p> <p>1.2.6.2 Conduct/validate review of organization/systems/processes in target agencies</p> <p>1.2.6.3 Design strategies to strengthen institutional capacities in strategic areas</p> <p>1.2.6.4 Design implementation plan</p> <p>1.2.6.5 Consult and advocate with stakeholders</p> <p>1.2.6.6 Implement institutional capacity improvement programme</p> <p>1.2.6.7 Evaluate/appraise resulting organization/systems/processes</p> <p>1.2.6.8 Prepare, submit, and disseminate/ publish reports</p>	
	<p>1.2.7 Capacity building technologies, tools and/or training for government agencies managing the electoral/political processes developed and utilized/conducted, such as:</p> <ul style="list-style-type: none"> <li>• Development of education module on democracy, human rights and the electoral process</li> <li>• Re-education and retraining of government personnel involved in the electoral process</li> <li>• Development of education module and actual training for deputies and personnel of electoral bodies</li> <li>• International/bilateral exchange of knowledge, information, and experience on electoral reform and management</li> </ul>	<p>1.2.7.1 Design project approach and methodology</p> <p>1.2.7.2 Determine capacity building technologies and tools and/or training needs</p> <p>1.2.7.3 Develop and design technologies, tools, and/or training materials</p> <p>1.2.7.4 Pilot test and consult with stakeholders</p> <p>1.2.7.5 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>1.2.7.6 Evaluate outcomes of interventions</p> <p>1.2.7.7 Prepare, submit, and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide</p>	<p>1.3.1 Best practices on electoral and political reform processes documented, promoted, recognized, disseminated, adopted and/or replicated at the national and local levels</p>	<p>1.3.1.1 Design project approach and methodology</p> <p>1.3.1.2 Conduct review/survey of best practices in electoral and political reforms</p> <p>1.3.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions</p> <p>1.3.1.4 Identify or formulate initiatives and programmes to enhance incentives for the adoption and replication of best practices</p> <p>1.3.1.5 Design implementation plan</p> <p>1.3.1.6 Consult/advocate with stakeholders</p> <p>1.3.1.7 Monitor, evaluate and document adoption and replication of best practices</p>	<p>145,000</p>
<p>1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level</p>	<p>1.4.1 Performance measurement/audit systems developed, advocated, adopted and/or implemented to monitor and evaluate effectiveness of electoral/political institutions, systems, processes, such as:</p> <ul style="list-style-type: none"> <li>• Periodic survey and third party evaluation of electoral management</li> <li>• National survey and research/study on the performance of electoral bodies</li> </ul>	<p>1.4.1.1 Develop project design and methodology</p> <p>1.4.1.2 Conduct review/study of performance measurement/audit systems in the agency</p> <p>1.4.1.3 Develop monitoring and evaluation strategies</p> <p>1.4.1.4 Formulate system design and implementation plan</p> <p>1.4.1.5 Conduct consultations with key stakeholders</p> <p>1.4.1.6 Install and test run</p> <p>1.4.1.7 Fine tune and fully operationalize system</p> <p>1.4.1.8 Appraise outcomes operations</p> <p>1.4.1.9 Prepare, submit, and disseminate/publish performance information</p>	<p>87,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	1.4.2 Performance reports on the management of electoral/political processes and reform initiatives completed, disseminated, advocated to the general public and/or institutions concerned	1.4.2.1 Develop project approach and methodology  1.4.2.2 Determine/analyze/assess data/information generated from performance measurement/audit system  1.4.2.3 Formulate strategies on performance reporting  1.4.2.4 Consult and validate with stakeholders  1.4.2.5 Process and package performance information/reports  1.4.2.6 Disseminate performance information/report  1.4.2.7 Generate support for findings/issues/recommendations contained in the support	

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 2</b>                  Strengthened capacity of organized, responsible, accountable, and transparent civil society organizations, media and private sector groups to effectively engage with government and actively exercise their rights and citizenship role to promote good governance</p>
<p><b>OUTCOME INDICATOR</b></p> <ul style="list-style-type: none"> <li>• Increased civil society participation in electoral processes</li> <li>• No. of political parties, coalitions and organizations with representatives from the marginalized and under-represented sectors participating in elections</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.3.3 Partnerships between authorities and civil society organizations</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The civil society organizations (CSOs) shall partner with relevant government agencies like the Commission on Elections (COMELEC) and the Congress of the Philippines to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities in the pursuit of meaningful electoral and political reforms.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 006 - STRENGTHENING INSTITUTIONAL CAPACITIES TO PURSUE MEANINGFUL ELECTORAL AND POLITICAL REFORMS</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>2.1 Networks and broad constituencies mobilized within and/or among the sectors to push for governance reforms</p>	<p>2.1.1 CSO/private sector/media coalitions and network mechanisms established, strengthened and/or mobilized to address issues on electoral and political institutions, systems and processes, such as:</p> <ul style="list-style-type: none"> <li>• Nationwide assembly of civil society organizations</li> <li>• Nationwide coalition for electoral reform</li> <li>• Sectoral reform networks</li> </ul>	<p>2.1.1.1 Conduct review of the capacity and potential for more robust/active CSO/private sector coalition and network mechanisms</p> <p>2.1.1.2 Develop/map-out strategies to strengthen/intensify CSO/private sector/media coalitions/network mechanisms and engagement</p> <p>2.1.1.3 Formulate/conceptualize/ implement organization, strengthening and mobilization modalities for the CSOs/private sector/media</p> <p>2.1.1.4 Conduct consultation with stakeholders and evaluate results of interventions</p>	<p>93,200</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>2.1.2 CSO-government-private sector/media partnerships on electoral and political reforms established, strengthened and/or institutionalized, such as:</p> <ul style="list-style-type: none"> <li>• CSO-media working partnership</li> </ul>	<p>2.1.2.1 Conduct review/situation analysis on the participation/engagement of CSOs/private sector/media with the government</p> <p>2.1.2.2 Develop strategies to strengthen/intensify involvement/participation of CSOs/private sector/media</p> <p>2.1.2.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media</p> <p>2.1.2.4 Map-out areas for strategic engagement of CSOs/private sector/media with government</p> <p>2.1.2.5 Conduct consultation with stakeholders</p> <p>2.1.2.6 Install and implement modalities and strategies</p> <p>2.1.2.7 Evaluate results of interventions</p>	
<p>2.2 Active participation/engagement pursued in various aspects of governance processes and levels</p>	<p>2.2.1 Policy measures on electoral and political reforms drafted, reviewed and/or advocated by CSOs, private sector and/or the media, such as</p> <ul style="list-style-type: none"> <li>• Amendments to the party-list law and organic law</li> <li>• Enabling laws on absentee voting and sectoral representation in local legislatures</li> <li>• Strengthening of the political party system, including campaign financing, the banning of political dynasties and turncoatism</li> <li>• Resolution or law on policy review regarding the systemic bases for electoral and political reforms</li> <li>• List of policy recommendations affecting electoral and political reforms based on a public consultation process</li> </ul>	<p>2.2.1.1 Develop overall project approach and methodology</p> <p>2.2.1.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations</p> <p>2.2.1.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>2.2.1.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>2.2.1.5 Consult stakeholders and fine tune proposals</p> <p>2.2.1.6 Formulate and implement advocacy strategy</p> <p>2.2.1.7 Evaluate outcome of interventions</p>	<p>372,800</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>2.2.2 Baselines, action researches and/or analytical studies on electoral and political processes completed, disseminated and/or advocated by CSOs, private sector and/or the media</p> <ul style="list-style-type: none"> <li>• Research on the systemic factors (e.g., history, culture, and behavior of voters) affecting developments in the electoral processes</li> <li>• Research on the history of the Philippine political system and electoral system</li> <li>• Case study on the 2004 general elections</li> </ul>	<p>2.2.2.1 Develop overall project approach and methodology</p> <p>2.2.2.2 Consult with stakeholders to map out strategic areas for research/study</p> <p>2.2.2.3 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>2.2.2.4 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops</p> <p>2.2.2.5 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p>	
	<p>2.2.3 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized and/or enhanced to ensure active participation of CSOs, private sector and media, to address issues on electoral and political institutions, systems and processes, such as:</p> <ul style="list-style-type: none"> <li>• Mechanisms for monitoring electoral party performance and campaign financing and expenditures</li> <li>• Stakeholders' summits on electoral reforms</li> <li>• Center for electoral studies and research</li> <li>• Regular government-civil society forum-dialogue on electoral concerns</li> <li>• Joint government-CSO website on electoral reforms</li> <li>• Enhancing capacity for the functional implementation of the local sectoral representation in local legislative bodies</li> <li>• Participation in training on electoral reform-related topics</li> <li>• Client satisfaction feedback</li> <li>• Systems/mechanisms to enhance public access to information</li> </ul>	<p>2.2.3.1 Develop project approach and methodology</p> <p>2.2.3.2 Formulate systems design and operational plan</p> <p>2.2.3.3 Consult stakeholders</p> <p>2.2.3.4 Install and test run</p> <p>2.2.3.5 Fully implement / institutionalize</p> <p>2.2.3.6 Evaluate/appraise results of interventions</p> <p>2.2.3.7 Prepare, submit and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>2.3 Awareness, skills, knowledge and information access on governance policies, structures and process enhanced</p>	<p>2.3.1 National and local campaigns and/or promotional activities conducted by CSOs/private sector/media to increase public awareness on electoral and political reforms-related issues</p>	<p>2.3.1.1 Define project objectives approach, outputs, target audience and methodology</p> <p>2.3.1.2 Determine appropriate intervention to raise awareness/knowledge and information access of stakeholders and general public</p> <p>2.3.1.3 Develop implementation plan</p> <p>2.3.1.4 Implement campaigns, events reengineering and promotional activities</p> <p>2.3.1.5 Evaluate project implementation</p> <p>2.3.1.6 Document project implementation and outcomes and publish/disseminate reports</p>	<p>279,600</p>
	<p>2.3.2 Information, education and communication (IEC) materials developed and/or disseminated to the general public to increase awareness and solicit their support for electoral and political reforms, such as:</p> <ul style="list-style-type: none"> <li>• Journal on electoral reforms</li> <li>• Pamphlets, information kit on electoral processes and reforms</li> </ul>	<p>2.3.2.1 Define project objectives approach, outputs, target audience and methodology</p> <p>2.3.2.2 Determine appropriate strategies to raise the public's awareness/knowledge and access to information</p> <p>2.3.2.3 Develop implementation plan</p> <p>2.3.2.4 Consult with stakeholders</p> <p>2.3.2.5 Design/develop and disseminate IEC materials/kits</p> <p>2.3.2.6 Evaluate and document project implementation and outcomes</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>2.3.3 Capacity building technologies, tools and/or training for CSOs, private sector and media on electoral and political institutions, systems, and processes, developed and utilized/conducted, such as:</p> <ul style="list-style-type: none"> <li>• Education module of grassroots and media education</li> <li>• Nationwide citizen education for grassroots leaders</li> <li>• Barangay-level voters education</li> <li>• Comprehensive training on electoral processes for leaders of marginalized and underrepresented sectors</li> </ul>	<p>2.3.3.1 Design project approach and methodology</p> <p>2.3.3.2 Conduct baseline studies and situation review/analysis</p> <p>2.3.3.3 Formulate strategies to strengthen institutional capacities in strategic areas</p> <p>2.3.3.4 Determine capacity building technologies and tools and/or training needs</p> <p>2.3.3.5 Develop and design technologies, tools, and/or training materials</p> <p>2.3.3.6 Implement capacity building activities and consult with stakeholders</p> <p>2.3.3.7 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>2.3.3.8 Evaluate outcomes of interventions</p> <p>2.3.3.9 Prepare, submit, and disseminate/publish reports</p>	
<p>2.4 Best practices on citizenship documented, recognized, promoted and/or replicated</p>	<p>2.4.1 Best practices on citizenship engagement with government on pushing for electoral and political reforms documented, recognized, promoted and/or replicated</p>	<p>2.4.1.1 Design project approach and methodology</p> <p>2.4.1.2 Conduct baseline studies, surveys, or situation reviews to identify best practices</p> <p>2.4.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in electoral and political reforms</p> <p>2.4.1.4 Identify or formulate initiatives and programmes to enhance incentives</p> <p>2.4.1.5 Design implementation plan and consult/advocate with stakeholders</p> <p>2.4.1.6 Monitor and evaluate adoption and replication of best practices</p> <p>2.4.1.7 Document and disseminate reports</p>	<p>186,400</p>

ANNUAL INPUT-OUTPUT BUDGET  
 ELECTORAL & POLITICAL REFORMS

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	4,800
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	1,600
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	400
	Sundries – Agenda	53.01	1,200
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	9,600
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	3,200
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Systems	52.02	800
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Systems	53.02	2,400
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	6,000
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	2,000
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Best Practices	52.03	500
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Best Practices	53.03	1,500
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	3,600
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	1,200
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost-Performance Management	52.04	300
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Performance Management	53.04	900
<b>SUB-TOTAL</b>			<b>40,000</b>



ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	14,973
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	390
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.09	1,560
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.09	98
5. Formulate agency capacity building approach and methodology	Equipment - PMO	45.01	780
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.09	1,950
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB-TOTAL</b>			<b>9,750</b>
<b>GRAND TOTAL</b>			<b>192,750</b>

ANNUAL INPUT-OUTPUT BUDGET  
 ELECTORAL & POLITICAL REFORMS

Year 2003 (In US Dollars)

19

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	40,800
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	13,600
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda.	Reporting Cost - Agenda	52.01	3,400
	Sundries – Agenda	53.01	10,200
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology			
b. Conduct baseline studies	Subcontracts - Systems	21.02	81,600
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Consultation Workshops - Systems	33.02	27,200
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Systems	52.02	6,800
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Systems	53.02	20,400
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology			
b. Conduct baseline studies	Subcontracts – Best Practices	21.03	51,000
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Consultation Workshops – Best Practices	33.03	17,000
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Best Practices	52.03	4,250
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Best Practices	53.03	12,750
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology			
b. Conduct baseline studies	Subcontracts – Performance Management	21.04	30,600
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Consultation Workshops – Performance Management	33.04	10,200
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost-Performance Mgmt.	52.04	2,550
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Performance Management	53.04	7,650
<b>SUB-TOTAL</b>			<b>340,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			19
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	26,640
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	8,880
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Network and Broad Constituencies	52.05	2,220
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Network and Broad Constituencies	53.05	6,660
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	106,560
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	35,520
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Active Participation	52.06	8,880
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Active Participation	53.06	26,640
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	79,920
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	26,640
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	6,660
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	19,980
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	53,280
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	17,760
d. Consult and advocate w/ stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Best Practices	52.08	4,440
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Best Practices	53.08	13,320
<b>SUB-TOTAL</b>			<b>444,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	16,313
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	2,813
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	2,531
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	281
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	6,188
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>28,125</b>
<b>GRAND TOTAL</b>			<b>812,125</b>

ANNUAL INPUT-OUTPUT BUDGET  
 ELECTORAL & POLITICAL REFORMS

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	24,000
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	8,000
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	2,000
	Sundries – Agenda	53.01	6,000
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	48,000
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	16,000
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Systems	52.02	4,000
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Systems	53.02	12,000
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	30,000
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	10,000
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Best Practices	52.03	2,500
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Best Practices	53.03	7,500
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	18,000
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	6,000
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost-Performance Management	52.04	1,500
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Performance Management	53.04	4,500
<b>SUB-TOTAL</b>			<b>200,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	20,700
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	6,900
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Network and Broad Constituencies	52.05	1,725
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Network and Broad Constituencies	53.05	5,175
h. Document, publish/disseminate, and replicate			
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	82,800
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	27,600
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Active Participation	52.06	6,900
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Active Participation	53.06	20,700
h. Document, publish/disseminate, and replicate			
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	62,100
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	20,700
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	5,175
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries - Awareness, Skills, Knowledge and Information	53.07	15,525
h. Document, publish/disseminate, and replicate			
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	41,400
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	13,800
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	3,450
f. Install/implement/institutionalize reform	Sundries – Best Practices	53.08	10,350
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>345,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	14,138
2. Where necessary provide technical assist. to executing and implementing agencies	Administrative Support Staff – PMO	13.01	2,438
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO Reporting	33.09	2,194
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Cost – PMO	52.09	244
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	5,363
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>24,375</b>
<b>GRAND TOTAL</b>			<b>569,375</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, the Commission on Elections (COMELEC) will execute this Programme on Electoral and Political Reforms. The choice of COMELEC as Executing Agency is based on the need to have a more objective and technical approach in reforming electoral and political institutions, systems and processes. The COMELEC, as an independent Constitutional Body mandated to implement electoral reforms and manage the electoral process, is strategically positioned to coordinate the Programme activities for implementation by government agencies and civil society organizations. As Executing Agency, the COMELEC shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to, the following:

- a) Prepare the annual work and financial plans (WFPs), with reference to the Programme Results and Resources Framework (PRRF);
- b) Certify expenditures vis-à-vis the approved WFPs;
- c) Monitor and report on the procurement of inputs and delivery of outputs towards the achievement of outcomes;

- d) Ensure the effective, efficient and timely implementation of activities within the Programme being undertaken by Implementing Agencies; and
- e) Integrate and adopt the Programme's outputs into the overall reform programme of the COMELEC.

Within the COMELEC, this Programme on Electoral and Political Reforms will be under the direct oversight of a Programme Manager (PM).

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Electoral and Political Reform initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.
- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;
- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and
- e) Undertake technical and administrative supervision over the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.
- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing

agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.

- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.

PHI / 02 / 007

# Judicial Reform



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

***PHI | 02 | 007 JUDICIAL REFORM:  
STRENGTHENING ACCESS TO JUSTICE  
BY THE DISADVANTAGED***

Most internal and social conflicts arise from poverty, human rights abuses, and exclusion or marginalization of certain groups from participating in governance processes. Lack of access to justice increases the potential for conflict. Lawlessness and weak judicial systems are not conducive to a favorable investment climate and development, reinforcing a vicious cycle of poverty and social unrest. Thus, access to justice is not only a basic human right that needs to be promoted, respected and protected. It is also an effective mechanism for conflict prevention that needs to be improved. This Programme supports the implementation of the Supreme Court's Action Programme for Judicial Reform (2001-2006) based on its Blueprint of Action, through interventions that strengthen the capacity of the Judiciary and other pillars of the justice system to improve access to justice, particularly by the poor and disadvantaged population. It is directed towards providing the disadvantaged sectors the opportunities to obtain efficient and immediate legal services consistent with relevant national and international human rights standards.

September 2002

## **1 SITUATION ANALYSIS**

The disadvantaged sectors are not adequately provided with legal services due to several factors, among which is the limited number of judges, lawyers and prosecutors. On the average, one public attorney has to serve 2.36 courts. The proportion becomes more imbalanced in poor and conflict-ridden areas of the country.

The inadequate number of public attorneys not only affects the extent and quality of services provided to the poor and disadvantaged members of society, but also the recourse they take in seeking legal assistance. The high cost of litigation attached to expensive private law practitioners discourages them from using judicial and quasi-judicial remedies, further marginalizing them from accessing justice they so desperately need. As a consequence, some individuals resort to illegal means to exact retribution, like family or tribal revenge and/or armed conflict.

Another reflection of the ineffectiveness of existing mechanisms for justice is the detention of accused individuals in prisons at sub-humane standards. The need to re-educate/re-train parole, probation and corrections officers in service on the concept of a rehabilitative and corrective, rather than punitive, jail system is apparent. In addition, the existing gaps in the formal education of judges, lawyers and prosecutors, and probation, parole and corrections officers on human rights have increased the legal insecurity of disadvantaged groups.

Furthermore, contradicting provisions of certain laws and regulations may result in their discriminatory implementation. There is a need to review these provisions and mitigate the impact of laws that adversely affect the access to justice by the disadvantaged sectors.

Clearly, increasing the legal security of the disadvantaged requires the development of capacities for effective and sustainable judicial reforms. This is consistent with the Philippine Governance Portfolio's Outcomes 1 and 2, which are directed towards the strengthened capacities of government, civil society, private sector and the media for good governance.

## **2 STRATEGY**

The primary objective of the programme is to strengthen access to justice by the disadvantaged in the Philippines. Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, the programme pursues judicial reform through parallel and complementary tracks. On one hand, it shall work towards strengthening the capacities of key government institutions to initiate reforms in the justice system. Particular attention will be given to the capacity development of the state to fulfil its obligations to promote, respect and protect the rights of the poor and the marginalized in the country. At the same time, it shall support civil society organizations to enhance the soundness and pace of judicial reforms. In both tracks, the mainstreaming of human rights and gender in the justice system shall be observed in the capacity development of key partners.

The Programme specifically aims to achieve the following:

- Provide legal information on human rights for judges, lawyers, prosecutors, public attorneys, and probation, parole and corrections officers by making international and national human rights laws and judicial decisions well known in the legal community.
- Strengthen the Department of Justice (DOJ) and its attached agencies such as the Public Attorneys Office, National Prosecution Service, Parole and Probation Administration, Board of Pardons and Parole, Bureau of Corrections, and the National Bureau of Investigation (NBI) in providing legal aid/assistance to vulnerable groups such as the urban and rural poor, women, minors, indigenous groups, religious minorities and detainees.
- Increase the legal security of the poor by lessening their dependency on law practitioners, mobilizing resources for legal costs through pilot-testing of sustainable micro-insurance schemes, and improving their knowledge of the law.
- Review substantive laws, bills, and executive issuances, and their impact on access to justice by the disadvantaged.
- Strengthen the participation of civil society organizations in monitoring the general improvement on access to justice, through consultation at the institutional level and active involvement at local and community levels, and through the establishment of a "Judicial Watch".

The Programme is part of the existing commitment of the Supreme Court and UNDP to implement a rights-based and results-oriented approach to human development. One of the strategies in this undertaking is the design of indicators on access to justice by the disadvantaged, for monitoring purposes. Specific problems and concerns in the Philippines are taken into consideration with the aim of developing a tool for the improvement of access to justice in the country that is both responsive and sustainable. The Programme supports the Supreme Court's Action Programme for Judicial Reform (2001-2006), which was based on its Blueprint of Action adopted in 2000. It builds on recent studies, existing reporting/data collection mechanisms and ongoing research initiatives.

To ensure that justice and the Judiciary are made more accessible to the poor and the disadvantaged, the Supreme Court shall take the lead role in this programme. The Department of Justice, alternative law groups, academe and other civil society organizations involved in justice and development shall implement specific project components.

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 1</b>                  Strengthened capacity of government institutions that are transparent, accountable, ethical, human rights- and gender-responsive, effective and efficient in policy formulation, enforcement and adjudication; economic and fiscal management; service delivery; and civil service administration</p>			
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Efficient and knowledgeable legal practitioners including judges, prosecutors, lawyers, public attorneys and law students</li> <li>• Increased availability of legal services, including the presence of public attorneys, legal aid clinics and alternative law groups</li> <li>• Availability of effective mechanisms for participation and consultation on policies and programmes on the judiciary</li> <li>• Widespread and transparent information on policies and programmes relative to the legal and justice systems</li> <li>• Effective knowledge by disadvantaged groups on the law and how to use it</li> <li>• Increased economic security to be able to afford legal costs</li> </ul>			
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.2.1 Institutional capacity of parliamentary structures, systems and processes</p>			
<p><b>PARTNERSHIP STRATEGY</b>                  The Supreme Court of the Philippines, as the lead agency, shall partner with relevant government agencies like the Departments of Justice (DOJ), and the Interior and Local Government (DILG), Commission on Human Rights (CHR), and Philippine Judicial Academy (PHILJA), as well as with civil society organizations (CSOs) like the Integrated Bar of the Philippines (IBP) and Alternative Law Groups (ALGs) to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities towards the improvement of access to justice especially, by the disadvantaged groups.</p>			
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 007 - STRENGTHENING ACCESS TO JUSTICE BY THE DISADVANTAGED</p>			
INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance	1.1.1 Judicial reform framework and agenda formulated, updated, adopted and/or disseminated with the support of key stakeholders	1.1.1.1 Define and develop project approach and methodology 1.1.1.2 Conduct baseline studies/ situation analysis/review 1.1.1.3 Establish multi-stakeholder technical working group(s) 1.1.1.4 Draft and design framework/agenda 1.1.1.5 Conduct consultative workshops for government, civil society and business sector 1.1.1.6 Finalize, validate and publish framework /agenda	249,400

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.2 Plans, policies, structures, systems, mechanisms and resources established and enhanced to effectively address the rights and interests of all, especially the poor and other vulnerable groups.	1.2.1 Inter-agency and/or multi-stakeholder groups, committees, and/or councils organized and/or strengthened, to coordinate and advocate the implementation of judicial reforms	1.2.1.1 Define and develop project approach and methodology  1.2.1.2 Formulate/conceptualize organization and modalities of the group, committee or council  1.2.1.3 Organize/conduct multi-stakeholder consultative workshops  1.2.1.4 Organize, mobilize, and institutionalize group, committee or council	498,800
	1.2.2 Government-wide, agency-specific and/or issue-based campaigns and/or promotional activities conducted to increase public awareness on judicial reforms and issues on access to justice by the disadvantaged groups	1.2.2.1 Design information and promotional campaign strategies  1.2.2.2 Conduct consultative workshops  1.2.2.3 Implement information and promotion campaign strategies through various modalities  1.2.2.4 Evaluate outcomes of interventions  1.2.2.5 Document and submit reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.3 Legislative and/or administrative measures on judicial reforms drafted, advocated, passed and/or issued in Congress, Executive Branch, Judiciary and/or Constitutional bodies, such as:</p> <ul style="list-style-type: none"> <li>• Review/analysis of laws and executive/administrative issuances and their impact on the access to justice by the disadvantaged</li> </ul>	<p>1.2.3.1 Develop overall project approach and methodology</p> <p>1.2.3.2 Conduct baselines/policy studies and researches, and review existing laws, rules and regulations</p> <p>1.2.3.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>1.2.3.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>1.2.3.5 Consult stakeholders and fine tune proposals</p> <p>1.2.3.6 Formulate and implement advocacy strategy</p> <p>1.2.3.7 Evaluate outcome of interventions</p>	
	<p>1.2.4 Baselines, action researches and/or analytical studies on judicial issues completed, disseminated and/or advocated, such as:</p> <ul style="list-style-type: none"> <li>• Study on the efficiency and knowledge base of legal practitioners (e.g., judges, prosecutors, lawyers, public attorneys and law students)</li> <li>• Study on the status of legal services/costs in the country (e.g., presence of public attorneys, legal aid clinics and alternative law groups)</li> <li>• Knowledge base of disadvantaged groups on the law</li> </ul>	<p>1.2.4.1 Develop overall project approach and methodology</p> <p>1.2.4.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>1.2.4.3 Present and validate outputs of action research and analytical studies through multi-stakeholder consultative workshops/conference</p> <p>1.2.4.4 Fine tune, finalize, and publish/disseminate outputs of baselines, researches and analytical studies</p> <p>1.2.4.5 Advocate for the adoption of recommended actions to relevant institutions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.5 Organization review and/or capacity needs assessment for specific agencies involved in judicial administration/dispensation of justice completed, disseminated, advocated and/or adopted, such as:</p> <ul style="list-style-type: none"> <li>• Determination of the quality of services of the Public Attorney's Office (PAO)</li> </ul>	<p>1.2.5.1 Develop assessment approach and methodology</p> <p>1.2.5.2 Conduct and validate assessment in targeted agencies and processes</p> <p>1.2.5.3 Prepare report containing finding, analysis and recommendations based on the assessment</p> <p>1.2.5.4 Conduct consultations with stakeholders, and validate recommendations made</p> <p>1.2.5.5 Fine tune, finalize, and submit/disseminate reports</p> <p>1.2.5.6 Advocate for the adoption of recommended actions to relevant institutions</p>	
	<p>1.2.6 Reengineering of agencies involved in judicial administration/dispensation of justice implemented through change management processes and development of institutional mechanisms to enhance access to justice by the disadvantaged, such as:</p> <ul style="list-style-type: none"> <li>• Establishment of legal clinics at the community level nationwide</li> <li>• Establishment of legal micro-insurance scheme to support the legal costs of litigation processes for the poor</li> <li>• Change management in lower courts</li> </ul>	<p>1.2.6.1 Develop project approach and methodology</p> <p>1.2.6.2 Conduct review of organization/systems/processes in target agencies</p> <p>1.2.6.3 Design strategies to strengthen institutional capacities in strategic areas</p> <p>1.2.6.4 Design implementation plan</p> <p>1.2.6.5 Consult and advocate with stakeholders</p> <p>1.2.6.6 Implement institutional capacity improvement program</p> <p>1.2.6.7 Evaluate/appraise resulting organization/systems/processes</p> <p>1.2.6.8 Prepare, submit, and disseminate/ publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.7 Capacity building technologies, tools and/or training for government agencies on judicial reform developed and utilized/conducted, such as:</p> <ul style="list-style-type: none"> <li>• Training programmes for judges, prosecutors, lawyers, public attorneys, parole and probation officers, and corrections officers to handle cases involving disadvantaged sectors, using international and human rights laws</li> <li>• Student internship training programmes of law schools in the Public Attorney's Office (PAO)</li> <li>• Compilation of judicial decisions</li> <li>• Inclusion of human rights as a compulsory subject in law school and universities</li> <li>• Training assistance to DOJ to avail itself of services of the Philippine Judicial Academy</li> <li>• Joint training and strategies of PAO lawyers, officers in the Bureau of Jail Management and Penology, and Philippine National Police</li> <li>• Training manuals for paralegals focused on the indigenous peoples and Muslim concerns</li> </ul>	<p>1.2.7.1 Design project approach and methodology</p> <p>1.2.7.2 Determine capacity building technologies, tools and/or training materials</p> <p>1.2.7.2 Develop and design technologies, tools and/or training materials</p> <p>1.2.7.4 Pilot test and consult with stakeholders</p> <p>1.2.7.5 Replicate and disseminate technologies, tools and/or implement/institutionalize training</p> <p>1.2.7.6 Evaluate outcomes of interventions</p> <p>1.2.7.7 Prepare, submit, and disseminate/publish reports</p>	1.
<p>1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide</p>	<p>1.3.1 Best practices on government initiatives to strengthen access to justice by the disadvantaged members of the society documented, promoted, recognized, disseminated, adopted and/or replicated</p>	<p>1.3.1.1 Design project approach and methodology</p> <p>1.3.1.2 Conduct review/survey of programmes on access to justice by the disadvantaged</p> <p>1.3.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions</p> <p>1.3.1.4 Identify or formulate initiatives and programmes to enhance incentives for the adoption and replication of best practices</p> <p>1.3.1.5 Design implementation plan</p> <p>1.3.1.6 Consult/advocate with stakeholders</p> <p>1.3.1.7 Monitor, evaluate and document adoption and replication of best practices</p>	311,750

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level</p>	<p>1.4.1 Performance measurement/audit systems developed, advocated, adopted and/or implemented to monitor and evaluate effectiveness of administration/dispensation of justice, indicating certain information, such as:</p> <ul style="list-style-type: none"> <li>• Cases granted bail handled between PAO and court-appointed/ private attorneys, by type of crime</li> <li>• Juveniles overstaying in jails/detained but not separated from adults</li> <li>• Actual pace of litigation against legal time limits</li> <li>• Barangays where a legal clinic, human rights center, or Lupon is established</li> <li>• Existence of indigenous dispute settlement mechanisms</li> <li>• Archived cases where plaintiff is disadvantaged</li> </ul>	<p>1.4.1.1 Develop project design and methodology</p> <p>1.4.1.2 Conduct review/study of performance measurement/audit systems in the agency</p> <p>1.4.1.3 Develop monitoring and evaluation strategies</p> <p>1.4.1.4 Formulate system design and implementation plan</p> <p>1.4.1.5 Conduct consultations with key stakeholders</p> <p>1.4.1.6 Install and test run</p> <p>1.4.1.7 Fine tune and fully operationalize system</p> <p>1.4.1.8 Appraise outcomes operations</p> <p>1.4.1.9 Prepare, submit, and disseminate/publish performance information</p>	<p>187,050</p>
	<p>1.4.2 Performance reports on administration/dispensation of justices and access to justice by the disadvantaged completed, disseminated, advocated to the general public and/or institutions concerned</p>	<p>1.4.2.1 Develop project approach and methodology</p> <p>1.4.2.2 Determine/analyze/assess data/information generated from performance measurement/audit system</p> <p>1.4.2.3 Formulate strategies on performance reporting</p> <p>1.4.2.4 Consult and validate with stakeholders</p> <p>1.4.2.5 Process and package performance information/reports</p> <p>1.4.2.6 Disseminate performance information/report</p> <p>1.4.2.7 Generate support for findings/issues/recommendations contained in the support</p>	

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 2</b>                  Strengthened capacity of organized, responsible, accountable, and transparent civil society organizations, media and private sector groups to effectively engage with government and actively exercise their rights and citizenship role to promote good governance</p>
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Barangays with operational legal clinics</li> <li>• Registered indigenous dispute settlement mechanisms</li> <li>• Level of knowledge of marginalized groups on judicial and quasi-judicial procedures and services</li> <li>• Increased numbers of civil society groups actively participating in justice reform activities</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.3.3 Partnerships between authorities and civil society organizations</p>
<p><b>PARTNERSHIP STRATEGY:</b>                  The civil society organizations (CSOs) like the Alternative Law Groups (ALGs) shall partner with relevant government agencies including the Supreme Court of the Philippines (SC), Department of Justice (DOJ), National Commission on the Indigenous Peoples (NCIP), and Local Government Units (LGUs), to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities, supporting improved access to justice by the disadvantaged groups in the Philippines.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 007 - STRENGTHENING ACCESS TO JUSTICE BY THE DISADVANTAGED</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.1 Networks and broad constituencies mobilized within and/or among the sectors to push for governance reforms	2.1.1 CSO/private sector/ media coalitions and network mechanisms established, strengthened and/or mobilized to address issues on limited access to justice by the poor and the disadvantaged groups	2.1.1.1 Conduct review of the capacity and potential for more robust/active CSO/ private sector/media coalition and network mechanisms  2.1.1.2 Develop strategies to strengthen/ intensify CSO/private sector/ media coalitions/ network mechanisms  2.1.1.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media  2.1.1.4 Map-out areas for strategic interventions/engagement of CSOs/private sector/media	9,150

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
		2.1.1.5 Conduct consultation with stakeholders 2.1.1.6 Install and implement modalities and strategies 2.1.1.7 Evaluate results of interventions	
	2.1.2 CSO-government-private sector/media partnerships on judicial reform established, strengthened and/or institutionalized	2.1.2.1 Conduct review/situation analysis on the participation/engagement of CSOs/private sector with the government 2.1.2.2 Develop strategies to strengthen/intensify involvement/participation of CSOs/private sector/media 2.1.2.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media 2.1.2.4 Map-out areas for strategic engagement of CSOs/private sector/media with government 2.1.2.5 Conduct consultation with stakeholders 2.1.2.6 Install and implement modalities and strategies 2.1.2.7 Evaluate results of interventions	
2.2 Active participation/engagement pursued in various aspects of governance processes and levels	2.2.1 Policy measures reforming administration/dispensation of justice to enhance access by the disadvantaged, drafted, reviewed and/or advocated by CSOs, private sector and/or the media	2.2.1.1 Develop overall project approach and methodology 2.2.1.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations 2.2.1.3 Prepare agenda/listing of prospective legislative and administrative measures 2.2.1.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals) 2.2.1.5 Consult stakeholders and fine tune proposals 2.2.1.6 Formulate and implement advocacy strategy 2.2.1.7 Evaluate outcome of interventions	36,600

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>2.2.2 Baselines, action researches and/or analytical studies on issues relating to the access of the disadvantaged groups to justice completed, disseminated and/or advocated by CSOs, private sector and/or the media, such as:</p> <ul style="list-style-type: none"> <li>• Indigenous dispute settlement mechanisms</li> <li>• Knowledge level of marginalized groups on judicial and quasi-judicial procedures and services</li> <li>• Civil society groups participation in justice reform activities</li> <li>• Barangay justice system</li> </ul>	<p>2.2.2.1 Develop overall project approach and methodology</p> <p>2.2.2.2 Consult with stakeholders to map out strategic areas for research/study</p> <p>2.2.2.3 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>2.2.2.4 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops</p> <p>2.2.2.5 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p>	
	<p>2.2.3 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized and/or enhanced to ensure active participation of CSOs, private sector and media in judicial reform initiatives, such as:</p> <ul style="list-style-type: none"> <li>• Establishment of a "Judicial Watch"</li> <li>• Design and installation of a monitoring and evaluation mechanism for judicial reform initiatives, focusing on the access to justice by the poor</li> </ul>	<p>2.2.3.1 Develop project approach and methodology</p> <p>2.2.3.2 Formulate systems design and operational plan</p> <p>2.2.3.3 Consult stakeholders</p> <p>2.2.3.4 Install and test run</p> <p>2.2.3.5 Fully implement/institutionalize</p> <p>2.2.3.6 Evaluate/appraise results of interventions</p> <p>2.2.3.7 Prepare, submit and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>2.3 Awareness, skills, knowledge and information access on governance policies, structures and process enhanced</p>	<p>2.3.1 National and local campaigns and/or promotional activities conducted by CSOs/private sector/media to increase public awareness on judicial reform initiatives and issues related to access to justice by the disadvantaged</p>	<p>2.3.1.1 Define project objectives approach; outputs, target audience and methodology</p> <p>2.3.1.2 Determine appropriate intervention to raise the public's awareness/ knowledge and access to information</p> <p>2.3.1.3 Develop implementation plan</p> <p>2.3.1.4 Implement campaigns, events reengineering and promotional activities</p> <p>2.3.1.5 Evaluate project implementation</p> <p>2.3.1.6 Document project implementation and outcomes and publish/disseminate reports</p>	<p>27,450</p>
	<p>2.3.2 Information, education and communication (IEC) materials developed and/or disseminated to the general public to increase awareness and solicit their support for judicial reforms</p>	<p>2.3.2.1 Define project objectives, approach, outputs, target audience and methodology</p> <p>2.3.2.2 Determine appropriate strategies to raise awareness/ knowledge and information access of stakeholders and general public</p> <p>2.3.2.3 Develop implementation plan</p> <p>2.3.2.4 Consult with stakeholders</p> <p>2.3.2.5 Design/develop and disseminate IEC materials/kits</p> <p>2.3.2.6 Evaluate and document project implementation and outcomes</p>	

**ANNUAL INPUT-OUTPUT BUDGET  
 JUDICIAL REFORM**

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	15,720
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	5,240
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	1,310
	Sundries – Agenda	53.01	3,930
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	31,440
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	10,480
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	2,620
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	7,860
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	19,650
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	6,550
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	1,638
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	4,913
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			1,...
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	11,790
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	3,930
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	983
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	2,948
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>131,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad	21.05	600
b. Conduct baseline studies	Constituencies		
c. Formulate and validate reform strategies	Consultation Workshops – Network and	33.05	200
d. Consult and advocate with stakeholders	Broad Constituencies		
e. Design implementation plan	Reporting Cost – Network and Broad	52.05	50
f. Install/implement/institutionalize reform	Constituencies		
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Network and Broad	53.05	150
h. Document, publish/disseminate, and replicate	Constituencies		
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	2,400
b. Conduct baseline studies	Consultation Workshops – Active	33.06	800
c. Formulate and validate reform strategies	Participation		
d. Consult and advocate with stakeholders	Reporting Cost – Active Participation	52.06	200
e. Design implementation plan		53.06	600
f. Install/implement/institutionalize reform	Sundries – Active Participation		
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate			
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills,	21.07	1,800
b. Conduct baseline studies	Knowledge and Information		
c. Formulate and validate reform strategies	Consultation Workshops - Awareness,	33.07	600
d. Consult and advocate with stakeholders	Skills, Knowledge and Information		
e. Design implementation plan	Reporting Cost - Awareness, Skills,	52.07	150
f. Install/implement/institutionalize reform	Knowledge and Information		
g. Monitor/evaluate implementation/intervention outcomes	Sundries - Awareness, Skills, Knowledge	53.07	450
h. Document, publish/disseminate, and replicate	and Information		
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	1,200
b. Conduct baseline studies	Consultation Workshops – Best Practices	33.08	400
c. Formulate and validate reform strategies	Reporting Cost – Best Practices	52.08	100
d. Consult and advocate with stakeholders	Sundries – Best Practices	53.08	300
e. Design implementation plan			
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>10,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	3,825
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	300
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.09	1,200
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.09	75
5. Formulate agency capacity building approach and methodology	Equipment - PMO	45.01	600
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.09	1500
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB- TOTAL</b>			<b>7,500</b>
<b>GRAND TOTAL</b>			<b>148,500</b>

**ANNUAL INPUT-OUTPUT BUDGET  
 JUDICIAL REFORM**

Year 2003 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	68,160
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	22,720
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	5,680
	Sundries – Agenda	53.01	17,040
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	136,320
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	45,440
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	11,360
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	34,080
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	85,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	28,400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	7,100
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	21,300
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	51,120
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	17,040
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	4,260
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	12,780
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>568,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	3,090
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	1,030
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Network and Broad Constituencies	52.05	258
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate	Sundries – Network and Broad Constituencies	53.05	773
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	12,360
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	4,120
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Active Participation	52.06	1,030
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate	Sundries – Active Participation	53.06	3,090
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	9,270
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	3,090
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	773
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	2,318
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	6,180
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	2,060
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	515
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	1,545
h. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>51,500</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	13,050
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	2,250
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	2,025
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	225
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	4,950
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>22,500</b>
<b>GRAND TOTAL</b>			<b>642,000</b>

**ANNUAL INPUT-OUTPUT BUDGET  
 JUDICIAL REFORM**

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	65,760
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	21,920
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	5,480
	Sundries – Agenda	53.01	16,440
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology			
b. Conduct baseline studies	Subcontracts - Systems	21.02	131,520
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Consultation Workshops - Systems	33.02	43,840
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Systems	52.02	10,960
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Systems	53.02	32,880
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology			
b. Conduct baseline studies	Subcontracts – Best Practices	21.03	82,200
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Consultation Workshops – Best Practices	33.03	27,400
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Best Practices	52.03	6,850
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Best Practices	53.03	20,550
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology			
b. Conduct baseline studies	Subcontracts – Performance Management	21.04	49,320
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Consultation Workshops – Performance Management	33.04	16,440
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost-Performance Management	52.04	4,110
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Performance Management	53.04	12,330
<b>SUB-TOTAL</b>			<b>548,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			1
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	1,800
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	600
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Network and Broad Constituencies	52.05	150
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Network and Broad Constituencies	53.05	450
h. Document, publish/disseminate, and replicate			
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	7,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	2,400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Active Participation	52.06	600
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Active Participation	53.06	1,800
h. Document, publish/disseminate, and replicate			
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	5,400
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	1,800
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	450
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries - Awareness, Skills, Knowledge and Information	53.07	1,350
h. Document, publish/disseminate, and replicate			
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	3,600
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	1,200
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	300
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	900
h. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>30,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	15,225
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	2,625
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	2,363
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	263
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	5,775
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>26,250</b>
<b>GRAND TOTAL</b>			<b>604,250</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, the Supreme Court of the Philippines (SC) as the Executing Agency will execute this Programme on Judicial Reform. The choice of SC as Executing Agency is based on its established and recognized leadership and commitment to implement rights-based and results oriented approach to human development, particularly in the area of justice administration. The SC, as an independent Branch of the Government of the Philippines, is mandated to ensure that justice and the Judiciary are made more accessible to the poor and the disadvantaged. It will therefore coordinate the Programme activities for implementation by government agencies and civil society organizations. As Executing Agency, the SC shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to the following:

- a) Prepare the annual work and financial plans (WFPs), with reference to the Programme Results and Resources Framework (PRRF);
- b) Certify expenditures vis-à-vis the approved WFPs;

- c) Monitor and report on the procurement of inputs and delivery of outputs towards the achievement of outcomes;
- d) Ensure the effective, efficient and timely implementation of activities within the Programme being undertaken by Implementing Agencies; and
- e) Integrate and adopt the Programme's outputs into the overall reform programme of the SC.

Within the SC, this Programme on Judicial Reform will be under the direct oversight of a Programme Manager (PM).

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Judicial Reform initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.
- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;
- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and

- e) Undertake technical and administrative supervision over the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.

- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.
- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.

PHI / 02 / 008

# Anti-Corruption



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

***PHI / 02 / 008 ANTI-CORRUPTION:***  
**STRENGTHENING INSTITUTIONAL CAPACITIES**  
**TO PROMOTE ETHICAL, TRANSPARENT AND**  
**ACCOUNTABLE GOVERNANCE**

Corruption has always been a serious concern in Philippine society. The staggering losses due to corruption affect the poor and other vulnerable groups the most. Apart from the foregone public resources for poverty reduction, the real costs of corruption are the violated human rights, the damaged economies and environment, and the impeded economic growth and sustainable development. However, various efforts geared towards curbing corruption have yet to make a real impact in the lives of the people. This Programme seeks to strengthen capacities of key government institutions, civil society organizations, private sector and the media in promoting transparent and accountable practices in the bureaucracy, improving public awareness and developing a culture of ethics. It also aims to build and intensify collaboration among them to make anti-corruption efforts legitimate, effective and sustainable.

September 2002

## 1 SITUATION ANALYSIS

Corruption is a major problem in the Philippines. The Philippine Social Weather Station (SWS) noted that corruption has been the most common subject of public dissatisfaction over the last decade and a half, second only to the dissatisfaction over the failure to control inflation. According to the SWS September 2001 survey, forty-four percent of Filipinos considered the extent of corruption in the government to be "large," while thirty-one percent considered this to be "somewhat large." Internationally, the Philippines ranked sixty-fifth out of ninety-one countries surveyed in the 2001 Corruption Perception Index of Transparency International.

The Office of the Ombudsman estimates the amount lost to corruption at forty-eight billion US Dollars over the last twenty years. Former Secretary of Budget Salvador M. Enriquez, Jr. stated that only about sixty percent of the national budget is really spent on government programmes and projects while the rest go to graft and corruption. This has serious implications on government's ability to reduce poverty, achieve economic development, and address economic and social inequity.

Various international and business surveys cite corruption and poor governance among the main hindrances to economic competitiveness. Corruption has a major impact on poverty, and the poor and other vulnerable groups carry most of the burden of its effects. Because they are in a disadvantaged position to access relevant information and services, and to demand legitimate accountability from government officials, they are vulnerable not only to significant portions of corruption but also to everyday abuses of petty corrupt practices. Apart from the monetary losses associated with it, the real costs of corruption are the violated human rights, the damaged economies and environment, and the impeded economic growth and sustainable development.

A succession of Philippine presidents dealt with the problem of corruption by creating various anti-graft bodies. In addition, a number of anti-corruption initiatives were undertaken under four broad categories—administrative measures, legislative bills, NGO participation as a reform partner and electronic initiatives. These include the adoption of reforms in the government procurement process through the Electronic Procurement System (EPS), filing of the Procurement Reform Bill in both the Senate and House of Representatives to consolidate numerous government regulations on procurement under one law, streamlining of the pre-qualification process, and strengthening of the post-qualification process. Significant improvements have also been achieved in making public information and government procedures more transparent. One of the best practices in this area is the marked improvement in the issuance of drivers' licenses.

Furthermore, a proliferation of civil society governance reform initiatives has sprouted over the last few years, specifically in improving government transparency and accountability. This includes the COA participatory audit with the Concerned Citizens of Abra for Good Government (CCAGG), the capacity building for investigative journalism of the Philippine Center for Investigative Journalism (PCIJ) and various advocacy and monitoring initiatives of the Philippine Governance Forum (PGF) through the

Transparency and Accountability Network (TAN), Budget Advocacy Project (BAP) and Government Watch (G-Watch). More non-government organizations are now involved in monitoring government projects, reporting corruption cases, evaluating overall government performance, measuring public satisfaction and perception, advocacy, research, and legal assistance, among others.

Yet, much remains to be done. Several issues impede efforts in reducing graft and corruption. These include among others, the following:

- **Weak enforcement of and need to strengthen anti-corruption laws.** Existing anti-corruption laws and regulations are sufficient but their loose enforcement allow corrupt acts to generally go unpunished. Programmes that improve the implementation policy framework, strengthen penalties and sanctions, and streamline procedures must be designed and implemented for the executive, legislative, and judicial branches of government.
- **Need to strengthen anti-corruption institutions.** While there have been several agency-based efforts to improve government services and upgrade the integrity of front-line servicing procedures, oversight agencies that are vested with the responsibility to defend the interests of all citizens must be strengthened. It is necessary to reinvigorate anti-corruption agencies, and to review anti-corruption rules and regulations to remove inconsistencies and fill legal gaps.
- **Need for transparency in government transactions.** Transactions link government and citizens but many government services, such as licensing and registration, are complicated and taxing to access. But aside from the inefficiency, the more serious problem is that corruption thrives in cumbersome regulations and roundabout processes.
- **Need for transparency in policy formulation.** It is not just in the processing of transactions where public sector corruption takes place. At the higher level, corruption occurs in policy formulation to protect or promote the interests of specific individuals, businesses, or organizations.
- **Absence of replication of best practices particularly at the local level.** Under a decentralizing mode of governance and service delivery, it is imperative that transparency and accountability innovations and policy reforms are implemented at the local level, involving both local government units and local non-governmental institutions. After all, it is at the local level where the benefits of good governance must ultimately be experienced.
- **Low public awareness and tolerance of corruption.** While there is a large constituency for transparent and accountable governance as manifested by the success of EDSA 2, certain characteristics of Philippine culture and the state of poverty mire public perspectives on corruption. For instance, large segments of the population are dependent on patron-client relationships or smooth

interpersonal transactions in order to acquire public goods or services. Increasing public awareness and understanding of the impact of corruption on people, particularly the poor and vulnerable sectors, are crucial in generating broad public support for difficult reforms.

- **Lack of institutionalization of Government Organization (GO)-Civil Society Organization (CSO) collaboration.** There is a general consensus that a successful anti-corruption strategy involves all sectors of society and not just the government. Where civil society remains vigilant, well informed and assertive, they become valuable sources of innovations and ideas for strengthened transparency and accountability. Institutionalizing GO-CSO collaborative mechanisms will promote effective and sustained participatory governance towards transparent and accountable government systems, procedures and transactions.
- **Need to strengthen integrity and accountability in public-private sector transactions.** Public sector corruption emanates from transactions between the government (as bribe taker/rent seeker) and the private sector (as bribe giver). While civil society organizations and the private sector demand integrity and accountability from the government, the same principles must be applied to private sector institutions and individuals transacting business with the government. Anti-corruption programmes must address the two parties involved in a corrupt act.
- **Need for broad and specialized anti-corruption coalitions.** Assembling a broad anti-corruption coalition would facilitate the effective implementation of reforms and the government's prioritization of the anti-corruption agenda. There is also a need for more specialized coalitions for reforms in more focused, technical areas such as tax administration, procurement, budget and performance measurement.

Corruption breeds in government activities that lack ethics, transparency and accountability, and is reinforced by low public awareness and a tolerant culture. Clearly, a more holistic and focused approach in transforming government institutions, systems and interfaces, and in promoting good citizenship would require capacity development to be effective and sustainable. This is consistent with the Philippine Governance Portfolio's Outcomes 1 and 2, which are directed towards the strengthened capacities of government, civil society, private sector and the media for good governance.

## 2 STRATEGY

This Programme seeks to strengthen capacities of key government institutions, civil society organizations, private sector and the media in promoting transparent and accountable practices in the bureaucracy, improving public awareness and developing a culture of ethics in government. To address these objectives, interventions shall be made in the areas of capacity development; policy, institutional and operating systems reforms; development and mainstreaming of innovations in transparency and accountability; establishment of a support network; research, policy studies and discussions; constituency-building; and advocacy.

It shall build on UNDP-supported initiatives on transparency and accountability for the last three years. This includes government-initiated programmes such as participatory audit of the Commission on Audit (COA); ethics and accountability trainings of the Civil Service Commission (CSC); and the organizational review of the Office of the Ombudsman (OMB), among others. Civil society-initiated programmes will also be pursued in the areas of government monitoring, budget advocacy, investigative journalism, anti-corruption campaigns and consultations on the anti-corruption agenda.

Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, the programme shall be implemented using two parallel and complementing tracks. The first track gives particular emphasis on strengthening the capacities of government institutions, particularly oversight agencies, to develop and implement policy reforms that address corruption and promote transparent, accountable, ethical and efficient government practices. Capacity development will focus on streamlining and corruption-proofing of government operations, enforcing anti-corruption laws, improving service delivery, and establishing mechanisms for the wider dissemination and adaptation of best practices at the national and local levels. Strategic government agencies shall be tapped to shepherd the process within the bureaucracy, which include the CSC, OMB, COA, National Economic and Development Authority (NEDA), Development Academy of the Philippines (DAP), local government units and the different leagues.

Parallel to this effort, the Programme shall also mobilize CSOs, media, academe and the private sector in pushing the anti-corruption agenda. Where government's reach is inadequate, civil society has increasingly advocated interests that are unrepresented or underrepresented. Civil society is also a guarantor that the interests of the people government claim to represent—those of the poor, the uneducated and illiterate, the unorganized and the vulnerable—are not being neglected. The second track will harness the power of civil society to participate in various aspects of governance through capacity and constituency building. It will also work towards the institutionalization of collaborative mechanisms, and support networks of reformers and whistleblowers to improve public awareness and promote a culture of intolerance to graft and corruption at the national and local levels.

In both tracks, the mainstreaming of human rights and gender in anti-corruption efforts shall be observed in the capacity development of key partners.

To address these objectives, interventions shall be made in the areas of capacity development; policy, institutional and operating systems reforms; development and mainstreaming of innovations in transparency and accountability; establishment of a support network; research, and policy studies and discussions; constituency-building; and advocacy.

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 1</b>                  Strengthened capacity of government institutions that are transparent, accountable, ethical, human-rights- and gender-responsive, effective and efficient in policy formulation, enforcement and adjudication; economic and fiscal management; service delivery; and civil service administration</p>
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Increased number of best practices in promoting ethics, transparency and accountability in key government agencies</li> <li>• Streamlined and corruption-proofed government operations installed</li> <li>• Faster processing time for public services in participant government agencies</li> <li>• Graft and corrupt practices more easily detected and verified</li> <li>• Improved public satisfaction on the integrity and efficiency of services of participant agencies</li> <li>• Capacity to sustain reforms in pilot agencies developed</li> <li>• Government capacity in involving citizens groups in anti-corruption campaign improved</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE)</b>                  SAS 1.2.1 Institutional capacity of parliamentary structures, systems, and processes</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The programme shall be participated in by government agencies, media and civil society organizations, which are involved in instituting transparency and accountability in governance. The participating government agencies are the Civil Service Commission (CSC), Office of the Ombudsman (OMB), Commission on Audit (COA), National Economic and Development Authority (NEDA), and the Department of Budget and Management (DBM). The CSC takes the lead as executing agency, with the other indicated GOP agencies as implementing partners.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 008 - STRENGTHENING INSTITUTIONAL CAPACITIES TO PROMOTE ETHICAL, TRANSPARENT AND ACCOUNTABLE GOVERNANCE</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance	1.1.1 Anti-corruption framework and agenda formulated, updated, adopted and/or disseminated with the support of key stakeholders	1.1.1.1 Define and develop project approach and methodology 1.1.1.2 Conduct baseline studies/ situation analysis/review 1.1.1.3 Establish multi-stakeholder technical working group(s) 1.1.1.4 Draft and design framework/agenda 1.1.1.5 Conduct consultative workshops for government, civil society and business sector 1.1.1.6 Finalize, validate and publish framework /agenda	48,800

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interests of all, especially the poor and other vulnerable groups	1.2.1 Inter-agency and/or multi-stakeholder groups, committees, and/or councils organized and/or strengthened, to coordinate and advocate the implementation of anti-corruption reforms	1.2.1.1 Define and develop project approach and methodology 1.2.1.2 Formulate/conceptualize/ assess organization and modalities of the group, committee or council 1.2.1.3 Organize/conduct multi-stakeholder consultative workshops 1.2.1.4 Organize, mobilize, and institutionalize group, committee or council	97,600
	1.2.2 Government-wide, agency-specific and/or issue-based campaigns and/or promotional activities conducted to increase public awareness on corruption related-issues	1.2.2.1 Design information and promotional campaign strategies 1.2.2.2 Conduct consultative workshops 1.2.2.3 Implement information and promotion campaign strategies through various modalities 1.2.2.4 Evaluate outcomes of interventions 1.2.2.5 Document and submit reports	
	1.2.3 Anti-corruption legislative and/or administrative measures to reform institutions and systems drafted, advocated, passed and/or issued in Congress, Executive Branch and/or Constitutional bodies	1.2.3.1 Develop overall project approach and methodology 1.2.3.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations 1.2.3.3 Prepare agenda/listing of prospective legislative and administrative measures 1.2.3.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals) 1.2.3.5 Consult stakeholders and fine tune proposals 1.2.3.6 Formulate and implement advocacy strategy 1.2.3.7 Evaluate outcome of interventions	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.4 Baselines; action researches and/or analytical studies related to corruption completed, disseminated and/or advocated, such as:</p> <ul style="list-style-type: none"> <li>• Rationalization of anti-corruption programmes in the public sector</li> <li>• Improvement of government frontline activities</li> <li>• Expansion of GO-CSO collaboration in anti-corruption efforts</li> <li>• Enforcement of anti-corruption laws</li> </ul>	<p>1.2.4.1 Develop overall project approach and methodology</p> <p>1.2.4.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>1.2.4.3 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops/conference</p> <p>1.2.4.4 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p> <p>1.2.4.5 Advocate for the adoption of recommended actions to relevant institutions</p>	
	<p>1.2.5 Organization review and/or capacity needs assessment for specific agencies involved in combating corruption completed, disseminated, advocated and/or adopted</p>	<p>1.2.5.1 Develop assessment approach and methodology</p> <p>1.2.5.2 Conduct/validate assessment in targeted agencies and processes</p> <p>1.2.5.3 Prepare report containing finding, analysis and recommendations based on the assessment</p> <p>1.2.5.4 Conduct consultations with stakeholders and validate recommendations made</p> <p>1.2.5.5 Fine tune, finalize, and submit/disseminate reports</p> <p>1.2.5.6 Advocate for the adoption of recommended actions to relevant institutions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.6 Reengineering of oversight agencies/anti-corruption bodies implemented through change management processes and development of institutional mechanisms to enhance anti-corruption efforts, such as:</p> <ul style="list-style-type: none"> <li>• Formulation or strengthening of profession/agency-specific code of ethics</li> <li>• Establishment and building capacity of ethics/internal audit unit</li> <li>• Signature reduction in government transactions</li> <li>• Development/installation of information systems</li> <li>• Value-for-money audit</li> <li>• Government-wide, participatory and sectoral audit approaches</li> <li>• Accrual accounting system</li> <li>• Service Delivery Excellence Program and Text CSC Project</li> <li>• Support mechanisms for reformers and whistle blowers</li> </ul>	<p>1.2.6.1 Develop project approach and methodology</p> <p>1.2.6.2 Conduct/validate review of organization/systems/processes in target agencies</p> <p>1.2.6.3 Design strategies to strengthen institutional capacities in strategic areas</p> <p>1.2.6.4 Design implementation plan</p> <p>1.2.6.5 Consult and advocate with stakeholders</p> <p>1.2.6.6 Implement institutional capacity improvement programme</p> <p>1.2.6.7 Evaluate/appraise resulting organization/systems/processes</p> <p>1.2.6.8 Prepare, submit, and disseminate/ publish reports</p>	
	<p>1.2.7 Capacity building technologies, tools and/or training for government agencies on combating corruption developed and utilized/conducted, such as:</p> <ul style="list-style-type: none"> <li>• Citizen handbook on corruption-prone government transactions</li> <li>• Training on public service ethics, accountability and transparency</li> <li>• Modules/courses on anti-corruption, including corruption-detection, investigation, prosecution and adjudication</li> <li>• Training of public sector unions as anti-corruption monitors</li> <li>• Programmes for improved services at the local level</li> <li>• Capacity building to sustain reforms in pilot agencies and engage CSOs in anti-corruption campaign</li> </ul>	<p>1.2.7.1 Design project approach and methodology</p> <p>1.2.7.2 Determine capacity building technologies and tools and/or training needs</p> <p>1.2.7.3 Develop and design technologies, tools, and/or training materials</p> <p>1.2.7.4 Pilot test and consult with stakeholders</p> <p>1.2.7.5 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>1.2.7.6 Evaluate outcomes of interventions</p> <p>1.2.7.7 Prepare, submit, and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide</p>	<p>1.3.1 Best practices on government anti-corruption initiatives documented, promoted, recognized, disseminated, adopted and/or replicated at the national and local levels, such as:</p> <ul style="list-style-type: none"> <li>• Participatory audit</li> <li>• Government watch</li> <li>• Reduction in red tape</li> </ul>	<p>1.3.1.1 Design project approach and methodology</p> <p>1.3.1.2 Conduct review/survey of anti-corruption programmes and measures</p> <p>1.3.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions</p> <p>1.3.1.4 Identify or formulate initiatives and programs to enhance incentives for the adoption and replication of best practices</p> <p>1.3.1.5 Design implementation plan</p> <p>1.3.1.6 Consult/advocate with stakeholders</p> <p>1.3.1.7 Monitor, evaluate and document adoption and replication of best practices</p>	<p>61,000</p>
<p>1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level</p>	<p>1.4.1 Performance measurement/audit systems developed, advocated, adopted and/or implemented to monitor and evaluate effectiveness of anti-corruption initiatives, such as:</p> <ul style="list-style-type: none"> <li>• Corruption vulnerability and inefficiency assessment in selected agencies</li> <li>• Adoption and dissemination of benchmarks and performance measurement standards on government services</li> <li>• Public/client perception surveys on corruption</li> <li>• Integrity and ethics audit among CESOs</li> <li>• Integrity index system across government agencies</li> <li>• Design of a citizen feedback and complaints system</li> </ul>	<p>1.4.1.1 Develop project design and methodology</p> <p>1.4.1.2 Conduct review/study of performance measurement/audit systems in the agency</p> <p>1.4.1.3 Develop monitoring and evaluation strategies</p> <p>1.4.1.4 Formulate system design and implementation plan</p> <p>1.4.1.5 Conduct consultations with key stakeholders</p> <p>1.4.1.6 Install and test run</p> <p>1.4.1.7 Fine tune and fully operationalize system</p> <p>1.4.1.8 Appraise outcomes operations</p> <p>1.4.1.9 Prepare, submit, and disseminate/publish performance information</p>	<p>36,600</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	1.4.2 Performance reports on anti-corruption initiatives completed, disseminated, advocated to the general public and/or institutions concerned	1.4.2.1 Develop project approach and methodology 1.4.2.2 Determine/analyze/assess data/information generated from performance measurement/audit system 1.4.2.3 Formulate strategies on performance reporting 1.4.2.4 Consult and validate with stakeholders 1.4.2.5 Process and package performance information/reports 1.4.2.6 Disseminate performance information/report 1.4.2.7 Generate support for findings/issues/recommendations contained in the support	

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 2</b>                  Strengthened capacity of organized, responsible, accountable, and transparent civil society organizations, media and private sector groups to effectively engage with government and actively exercise their rights and citizenship role to promote good governance</p>
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Civil society innovations adopted and recognized by key government institutions through improved participatory mechanisms/approaches</li> <li>• Capable civil society with reformed constituencies organized</li> <li>• Informed, corruption-intolerant general public and key stakeholders groups that are aware and supportive of specific transparency and accountability reforms</li> <li>• Increased partnerships and linkages between civil society organizations and government in undertaking anti-corruption/good governance activities</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.3.3 Partnerships between authorities and civil society organizations</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The civil society organizations and media shall work to mobilize citizenry and communities to fight corrupt practices. They shall work in partnership with the line departments, LGUs, the Congress, the Supreme Court and the private sector. DBM, DOF, COA, OMB, and CSC will carry out programme activities, with CSOs implementing some components of the Programme.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 008 - STRENGTHENING INSTITUTIONAL CAPACITIES TO PROMOTE ETHICAL, TRANSPARENT AND ACCOUNTABLE GOVERNANCE</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.1 Networks and broad constituencies mobilized within and/or among the sectors to push for governance reforms	2.1.1 CSO/private sector/ media coalitions and network mechanisms established, strengthened and/or mobilized to address issues on corruption, ethics, transparency, integrity and accountability	2.1.1.1 Conduct review of the capacity and potential for more robust/active CSO/private sector/media coalition and network mechanisms  2.1.1.2 Develop strategies to strengthen/intensify CSO/private sector/ media coalitions/network mechanisms  2.1.1.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media  2.1.1.4 Map-out areas for strategic interventions/engagement of CSOs/private sector/media	18,795

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
		2.1.1.5 Conduct consultation with stakeholders 2.1.1.6 Install and implement modalities and strategies 2.1.1.7 Evaluate results of interventions	
	2.1.2 CSO-government-private sector/media partnerships on combating corruption established, strengthened and/or institutionalized, such as: <ul style="list-style-type: none"> <li>• CSO network engaging government on anti-corruption agenda</li> <li>• Sectoral budget study groups</li> <li>• Linkages with partners in the public sector and other civil society organizations</li> <li>• CSO-Media working relations</li> </ul>	2.1.2.1 Conduct review/situation analysis on the participation/engagement of CSOs/ private sector/media with the government 2.1.2.2 Develop strategies to strengthen/intensify involvement/ participation of CSOs/ private sector/media 2.1.2.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/ private sector/media 2.1.2.4 Map-out areas for strategic engagement of CSOs/private sector/ media with government 2.1.2.5 Conduct consultation with stakeholders 2.1.2.6 Install and implement modalities and strategies 2.1.2.7 Evaluate results of interventions	
2.2 Active participation/ engagement pursued in various aspects of governance processes and levels	2.2.1 Anti-corruption policy measures drafted, reviewed and/or advocated by CSOs, private sector and/or the media	2.2.1.1 Develop overall project approach and methodology 2.2.1.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations 2.2.1.3 Prepare agenda/listing of prospective legislative and administrative measures 2.2.1.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals) 2.2.1.5 Consult stakeholders and fine tune proposals 2.2.1.6 Formulate and implement advocacy strategy 2.2.1.7 Evaluate outcome of interventions	75,179

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	2.2.2 Baselines, action researches and/or analytical studies on corruption-related issues completed, disseminated and/or advocated by CSOs, private sector and/or the media	2.2.2.1 Develop overall project approach and methodology 2.2.2.2 Consult with stakeholders to map out strategic areas for research/study 2.2.2.3 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations 2.2.2.4 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops 2.2.2.5 Fine tune, finalize, and publish/disseminate outputs of baselines, researches and analytical studies	
	2.2.3 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized and/or enhanced to ensure active participation of CSOs, private sector and media, to address anti-corruption issues and promote ethics, transparency and accountability in governance, such as: <ul style="list-style-type: none"> <li>• Appointment watch</li> <li>• Government watch</li> <li>• Participatory audit approach</li> <li>• Client satisfaction feedback</li> <li>• Public access to information</li> <li>• Participatory budgeting processes and/or CSO budget clearing house activation</li> <li>• Development and adoption of institutional and sectoral scorecards</li> </ul>	2.2.3.1 Develop project approach and methodology 2.2.3.2 Formulate systems design and operational plan 2.2.3.3 Consult stakeholders 2.2.3.4 Install and test run 2.2.3.5 Fully implement and institutionalize 2.2.3.6 Evaluate/appraise results of interventions 2.2.3.7 Prepare, submit and disseminate/publish reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced	2.3.1 National and local campaigns and/or promotional activities conducted by CSOs/private sector/media to increase public awareness on corruption-related issues, and promote a corruption intolerant culture, such as: <ul style="list-style-type: none"> <li>• Same-day analysis of relevant and pressing budget and fiscal issues</li> <li>• Information and media campaigns, and fora on ethics, transparency accountability, and other strategic governance issues</li> </ul>	2.3.1.1 Define project objectives approach, outputs, target audience and methodology  2.3.1.2 Determine appropriate intervention to raise awareness/ knowledge and information access of stakeholders and general public  2.3.1.3 Develop implementation plan  2.3.1.4 Implement campaigns, events reengineering and promotional activities  2.3.1.5 Evaluate project implementation  2.3.1.6 Document project implementation and outcomes and publish/disseminate reports	56,384
	2.3.2 Information, education and communication (IEC) materials developed and/or disseminated to the general public to increase awareness and solicit their support for anti-corruption efforts, such as <ul style="list-style-type: none"> <li>• Publication of newsletters on fiscal, budgeting and ethics issues</li> </ul>	2.3.2.1 Define project objectives approach, outputs, target audience and methodology  2.3.2.2 Determine appropriate strategies to raise awareness/ knowledge and information access of stakeholders and general public  2.3.2.3 Develop implementation plan  2.3.2.4 Consult with stakeholders  2.3.2.5 Design/develop and disseminate IEC materials/kits  2.3.2.6 Evaluate and document project implementation and outcomes	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>2.3.3 Capacity building technologies, tools and/or training for CSOs, private sector and media on combating corruption and promoting ethics, transparency and accountability, developed and utilized/conducted, such as:</p> <ul style="list-style-type: none"> <li>• Budget literacy orientation</li> <li>• Annual public lecture-forum on the National Budget</li> <li>• Institutionalization of training programs on transparency and accountability</li> <li>• Budget fellowship program</li> <li>• Public briefing for new legislators</li> <li>• Development and dissemination of fund sourcebook</li> <li>• Budget advocacy information system</li> <li>• Development of websites for CSOs engaged in the fight against corruption</li> <li>• Investigative and public journalism</li> </ul>	<p>2.3.3.1 Design project approach and methodology</p> <p>2.3.3.2 Conduct baseline studies and situation review/analysis</p> <p>2.3.3.3 Formulate strategies to strengthen institutional capacities in strategic areas</p> <p>2.3.3.4 Determine capacity building technologies and tools and/or training needs</p> <p>2.3.3.5 Develop and design technologies, tools, and/or training materials</p> <p>2.3.3.6 Pilot test and consult with stakeholders</p> <p>2.3.3.7 Implement capacity building activities</p> <p>2.3.3.8 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>2.3.3.9 Evaluate outcomes of interventions</p> <p>2.3.3.10 Prepare, submit, and disseminate/publish reports</p>	
<p>2.4 Best practices on citizenship documented, recognized, promoted and/or replicated</p>	<p>2.4.1 Best practices on citizenship engagement with government on combating corruption documented, recognized, promoted and/or replicated</p> <ul style="list-style-type: none"> <li>• Government watch</li> <li>• Participatory audit</li> <li>• Contracts review</li> <li>• Monitoring of project implementation</li> </ul>	<p>2.4.1.1 Design project approach and methodology</p> <p>2.4.1.2 Conduct baseline studies, surveys, or situation reviews to identify best practices</p> <p>2.4.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions</p> <p>2.4.1.4 Identify or formulate initiatives and programs to enhance incentives</p> <p>2.4.1.5 Design implementation plan</p> <p>2.4.1.6 Consult/advocate with stakeholders</p> <p>2.4.1.7 Monitor and evaluate adoption and replication of best practices</p> <p>2.4.1.8 Document and disseminate reports</p>	<p>37,590</p>

**ANNUAL INPUT-OUTPUT BUDGET  
 ANTI-CORRUPTION**

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	3,600
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	1,200
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	300
	Sundries – Agenda	53.01	900
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	7,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	2,400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	600
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	1,800
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	4,500
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	1,500
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	375
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries - Practices	53.03	1,125
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	2,700
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	900
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	225
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	675
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>30,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	1,827
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	609
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Network and Broad Constituencies	52.05	152
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Network and Broad Constituencies	53.05	457
i. Document, publish/disseminate, and replicate			
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	7,308
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	2,436
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Active Participation	52.06	609
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Active Participation	53.06	1,827
i. Document, publish/disseminate, and replicate			
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	5,481
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	1,827
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	457
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries - Awareness, Skills, Knowledge and Information	53.07	1,370
i. Document, publish/disseminate, and replicate			
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	3,654
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	1,218
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	304
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	913
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>30,448</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	1,913
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	150
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.09	600
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.09	38
5. Formulate agency capacity building approach and methodology	Equipment - PMO	45.01	300
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.09	750
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB-TOTAL</b>			<b>3,750</b>
<b>GRAND TOTAL</b>			<b>64,198</b>

**ANNUAL INPUT-OUTPUT BUDGET  
 ANTI-CORRUPTION**

Year 2003 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	18,600
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	6,200
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	1,550
	Sundries – Agenda	53.01	4,650
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	37,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	12,400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	3,100
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	9,300
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	23,250
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	7,750
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	1,938
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries - Practices	53.03	5,813
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	13,950
b. Conduct baseline studies			
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Consultation Workshops – Performance Management	33.04	4,650
e. Design implementation plan			
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Reporting Cost-Performance Management	53.04	3,488
i. Document, publish/disseminate, and replicate			
	Sundries – Performance Management		
<b>SUB-TOTAL</b>			<b>155,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	8,010
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	2,670
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Network and Broad Constituencies	52.05	668
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Network and Broad Constituencies	53.05	2,003
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	32,040
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	10,680
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Active Participation	52.06	2,670
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Active Participation	53.06	8,010
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	24,030
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	8,010
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	2,003
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	6,008
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	16,020
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	5,340
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	1,335
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	4,005
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>133,500</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	5,438
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	938
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	844
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	94
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	2,063
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>9,375</b>
<b>GRAND TOTAL</b>			<b>297,875</b>

**ANNUAL INPUT-OUTPUT BUDGET  
 ANTI-CORRUPTION**

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	7,080
b. Conduct baseline studies	Consultation Workshops - Agenda	33.01	2,360
c. Formulate/design framework/agenda			
d. Consult and advocate with stakeholders	Reporting Cost - Agenda	52.01	590
e. Finalize and disseminate framework/agenda	Sundries – Agenda	53.01	1,770
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	14,160
b. Conduct baseline studies	Consultation Workshops - Systems	33.02	4,720
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Reporting Cost - Systems	52.02	1,180
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Systems	53.02	3,540
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	8,850
b. Conduct baseline studies	Consultation Workshops – Best Practices	33.03	2,950
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Reporting Cost – Best Practices	52.03	738
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries - Practices	53.03	2,213
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	5,310
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	1,770
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost-Performance Management	52.04	443
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Performance Management	53.04	1,328

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>SUB-TOTAL</b>			<b>59,000</b>
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	1,440
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	480
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Network and Broad Constituencies	52.05	120
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Network and Broad Constituencies	53.05	360
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	5,760
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	1,920
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Active Participation	52.06	480
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Active Participation	53.06	1,440
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	4,320
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	1,440
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	360
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	1,080
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	2,880
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	960
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	240
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	720
i. Document, publish/disseminate, and replicate			

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>SUB-TOTAL</b>			<b>24,000</b>
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	2,175
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	375
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	338
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	38
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	825
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>3,750</b>
<b>GRAND TOTAL</b>			<b>86,750</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, the Civil Service Commission (CSC) as the Executing Agency will execute this Programme on Anti-Corruption. The choice of CSC as Executing Agency is based on the need to have a more objective and less political approach in combating corruption. The CSC, as independent Constitutional Body tasked to establish an efficient, ethical and publicly accountable bureaucracy, is strategically positioned to coordinate the Programme activities for implementation by government agencies and civil society organizations. As Executing Agency, the CSC shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to the following:

- a) Prepare the annual work and financial plans (WFPs), with reference to the Programme Results and Resources Framework (PRRF);
- b) Certify expenditures vis-à-vis the approved WFPs;
- c) Monitor and report on the procurement of inputs and delivery of outputs towards the achievement of outcomes;

- d) Ensure the effective, efficient and timely implementation of activities within the Programme being undertaken by Implementing Agencies; and
- e) Integrate and adopt the Programme's outputs into the overall reform programme of the CSC.

Within the CSC, this Programme on Anti-Corruption will be under the direct oversight of a Programme Manager (PM).

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Anti-Corruption Reform initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.
- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;
- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and
- e) Undertake technical and administrative supervision over the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.

- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.
- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.

PHI / 02 / 009

**Economic  
Management  
& Civil Service**



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

**PHI / 02 / 009 CIVIL SERVICE  
AND ECONOMIC MANAGEMENT:  
ENHANCING INSTITUTIONAL CAPACITIES  
TO PROMOTE PUBLIC ADMINISTRATION  
AND FISCAL REFORMS**

Reforming the bureaucracy requires a more holistic approach. Reform areas need to be properly identified, and the scope of and relationships among reforms need to be defined to ensure that the reform programme captures the appropriate prioritization, sequencing and synchronization of various reform efforts. Current initiatives, particularly the public sector institutional strengthening programme being initiated by the Presidential Committee on Effective Governance, have been quite extensive. And the responsibility over these reforms lie on several oversight agencies, with the entire bureaucracy responsible for their implementation. There is an apparent need to develop an overall framework, which can bring together the various reform efforts, and enable a clearer diagnosis of governance issues and reform opportunities. To address these concerns, this Programme seeks to develop an overall framework for governance reform that will build on current reform efforts. The design and implementation of governance reforms shall focus on the economic management sector, addressing government-wide concerns in policy, structure, human resources, finance, information technology and other areas of administrative governance. Civil society participation in governance reform initiatives will likewise be supported to further strengthen government accountability and promote citizen involvement in governance processes.

September 2002

## 1 SITUATION ANALYSIS

The Presidential Committee on Effective Governance (PCEG) has embarked on a programme that will reform administrative governance in the country. So far, the efforts undertaken have been extensive and focus mainly on sectoral and organizational studies, specifically for the social services, infrastructure and agriculture sectors. Once completed, these will define government's roles and functions in the various sectors, and the institutional requirements to effectively and efficiently perform such roles. Alongside these efforts, the Civil Service Commission has already initiated reforms on personnel management, as well as on improving front-line services of government agencies.

However, there is a need to harmonize all these reform efforts with a unifying philosophy and approach. For reforms in administrative governance to be effective and comprehensive, a framework is required to ensure proper scoping, definition, prioritization, programming and synchronization. This framework will direct the harmonization of the present reform efforts and allow for the identification of gaps and deficiencies.

The following reform areas have been identified for review:

- **Need to improve capacities of economic management agencies.** The economic management sector is composed of agencies responsible for macro-economic and fiscal management policies as well as oversight administrative governance. Being responsible for a great part of policy formulation and management, administrative governance reforms will depend upon this sector. It is, therefore, necessary to enhance the capacities of these agencies in the aspects of reform formulation and change management.
- **Need to address bureaucracy-wide issues.** This involves the review and reform of the government's regulatory framework, which play a critical role in improving the country's global competitiveness.
- **Need to address administrative reform gaps.** This includes several initiatives in personnel administration, which would address issues on competency-based recruitment and remuneration, the exercise of performance-based promotion, improvements in performance evaluation system, and the management of potential adverse effects of reforms.
- **Need to strengthen civil society participation in governance reforms.** This includes institutionalizing systems, mechanisms and processes that will enhance civil society engagement in the formulation and implementation of rights-based and gender responsive reform measures. This will ensure that reforms place greater emphasis on public accountability, responsiveness to the constituency, transparency in the way public decisions are made, and access to information so

that citizens can make informed judgments and evaluate government performance.

Clearly, a more holistic approach in effecting reforms in administrative governance will require capacity development of institutions in the economic management sector for reforms to be effective, coherent and sustainable. This is consistent with the Philippine Governance Portfolio's Outcomes 1 and 2, which are directed towards the strengthened capacities of government, civil society, private sector and the media for good governance.

## 2 STRATEGIES

Building on current reform efforts, this Programme seeks to develop an overall framework for governance reform and enhance capacities for the effective implementation of reform initiatives. Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, the programme shall be implemented using two parallel and complementing tracks. The first track gives particular emphasis on strengthening the capacities of government, particularly the economic management sector, to develop, implement and integrate reforms in administrative governance. This approach is also adopted to improve public trust and confidence in the government, to match sectoral and demographic needs with resources, and to reduce the cost of doing business in the Philippines. Parallel to this effort, the Programme shall likewise engage civil society and the private sector in the reform initiatives to build government accountability and citizen participation in various forms of checks and balances in governance processes. In both tracks, the mainstreaming of human rights and gender shall be observed in the capacity development of key partners.

The following are the key elements of the Programme:

- **Adoption of a Governance Reform Framework and Unifying Philosophy.** This involves the conduct of an overall situation assessment of administrative governance, government performance and reform implications. The assessment will provide the basis for the formulation of a reform framework and the definition of a unifying philosophy of governance that will guide all subsequent reforms in the bureaucracy. The framework will be used in reviewing and providing direction to current reform efforts, refocusing them, as necessary.
- **Capacity building for the economic management sector and the civil service.** This involves a comprehensive assessment, diagnosis and development of a reform programme, as well as a change management framework for the economic management sector. Reform approaches may use tools such as incubating, installing, integrating and institutionalizing approaches, processes and mechanisms to enhance current practices in policy-making,

planning, budgeting, implementation, mobilization and monitoring. This also includes, among others, improving and institutionalizing the multi-year perspective to budget planning, improving government revenue performance, pursuing a rational and effective privatization programme at the national and local levels, building capacities for a rights-based approach to planning and budget formulation and review, operationalizing the regulation laws while avoiding complexity and over-regulation, adopting sound macro-economic policies, and instituting a set of performance monitoring procedures and rules by which the decisions of government officials and agencies are subject to examination and feedback.

- **Institutional and human resources development.** This includes reengineering institutions through change management processes to make them relevant, effective and strategic agencies for good governance. Recognizing the importance of a well-trained and ethical core of professional civil servants in ensuring sound public sector management, this includes many of the civil service reforms that will ensure the high quality of civil service, as well as human resource development.
- **Action research on governance.** The above-cited strategies will be anchored on action research initiatives that include developing baselines, benchmarks and analytical studies on strategic issues and concerns that impact on administrative governance reforms. Efficiency and effectiveness measurement shall also be conducted, where a standard governance performance system will be developed and institutionalized among stakeholders.

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 1</b>                  Strengthened capacity of government institutions that are transparent, accountable, ethical, human rights- and gender-responsive, effective and efficient in policy formulation, enforcement and adjudication; economic and fiscal management; service delivery; and civil service administration</p>			
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Increased quality of services and capability public sector agencies.</li> <li>• Enhanced effectiveness of government programs and activities in achieving development outcomes</li> <li>• Improved allocation of public expenditures on high-impact government programs and activities</li> <li>• Increased public satisfaction in the delivery of public services</li> </ul>			
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE)</b>                  SAS 1.2.1 Institutional capacity of parliamentary structures, systems and processes</p>			
<p><b>PARTNERSHIP STRATEGY</b>                  The Department of Budget and Management (DBM) shall partner with other relevant government agencies like the National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Departments of Finance (DOF), the Interior and Local Government (DILG), Trade and Industry (DTI), Labor and Employment (DOLE), Environment and Natural Resources (DENR), and the Local Government Units (LGUs), as well as with pertinent civil society organizations to build/reinforce their capacity and ensure complementation of efforts and resources in carrying out Programme activities towards the promotion of public administration and fiscal management reform initiatives.</p>			
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 009 - ENHANCING INSTITUTIONAL CAPACITIES TO PROMOTE PUBLIC ADMINISTRATION AND FISCAL REFORMS</p>			
INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance	1.1.1 Governance reform framework and unifying philosophy completed, adopted, and/or disseminated with support of key stakeholders, to provide the basis for public sector governance reform effort	1.1.1.1 Define and develop project approach and methodology 1.1.1.2 Conduct baseline studies/ situation analysis/review 1.1.1.3 Establish multi-stakeholder technical working group(s) 1.1.1.4 Draft and design framework/agenda 1.1.1.5 Conduct consultative workshops for government, civil society and business sector 1.1.1.6 Finalize, validate and publish framework /agenda	310,670

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>1.2 Plans, policies, structures, systems, mechanisms and resources established and enhanced to effectively address the rights and interests of all especially the poor and other vulnerable groups</p>	<p>1.2.1 Inter-agency and/or multi-stakeholder groups, committees, and/or councils organized and/or strengthened, to coordinate and advocate for the implementation of civil service and economic management reforms</p>	<p>1.2.1.1 Define and develop project approach and methodology</p> <p>1.2.1.2 Formulate/conceptualize organization and modalities of the group, committee or council</p> <p>1.2.1.3 Organize/conduct multi-stakeholder consultative workshops</p> <p>1.2.1.4 Organize, mobilize, and institutionalize group, committee or council</p>	<p>621,341</p>
	<p>1.2.2 Government-wide, agency-specific and/or issue-based campaigns and/or promotional activities conducted to increase public awareness on civil service and economic management issues and reform initiatives, such as:</p> <ul style="list-style-type: none"> <li>• Public education on government services</li> </ul>	<p>1.2.2.1 Design information and promotional campaign strategies</p> <p>1.2.2.2 Conduct consultative workshops</p> <p>1.2.2.3 Implement information and promotion campaign strategies through various modalities</p> <p>1.2.2.4 Evaluate outcomes of interventions</p> <p>1.2.2.5 Document and submit reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.3 Legislative and/or administrative measures to reform civil service and economic management, drafted, advocated, passed and/or issued in Congress, Executive Branch, and/or Constitutional bodies</p>	<p>1.2.3.1 Develop overall project approach and methodology</p> <p>1.2.3.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations</p> <p>1.2.3.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>1.2.3.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>1.2.3.5 Consult stakeholders and fine tune proposals</p> <p>1.2.3.6 Formulate and implement advocacy strategy</p> <p>1.2.3.7 Evaluate outcome of interventions</p>	
	<p>1.2.4 Baselines, action researches and/or analytical studies on civil service and economic management issues and reform initiatives completed, disseminated and/or advocated, such as:</p> <ul style="list-style-type: none"> <li>• Diagnostic studies on the correlation between management authority, remuneration, organizational performance and employee productivity</li> <li>• Guidelines/standards for organizational changes/modifications</li> </ul>	<p>1.2.4.1 Develop overall project approach and methodology</p> <p>1.2.4.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>1.2.4.3 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops/conference</p> <p>1.2.4.4 Fine tune, finalize, and publish/disseminate outputs of baselines, researches and analytical studies</p> <p>1.2.4.5 Advocate for the adoption of recommended actions to relevant institutions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.5 Organization review and/or capacity needs assessment for specific agencies involved in reforming the civil service and economic management, completed, disseminated, advocated and/or adopted, such as:</p> <ul style="list-style-type: none"> <li>• Organizational diagnosis and development of a change management plan for the DBM, NEDA, COA, etc.</li> </ul>	<p>1.2.5.1 Develop assessment approach and methodology</p> <p>1.2.5.2 Conduct and validate assessment in targeted agencies and processes</p> <p>1.2.5.3 Prepare report containing finding, analysis and recommendations based on the assessment</p> <p>1.2.5.4 Conduct consultations with stakeholders and validate recommendations made</p> <p>1.2.5.5 Fine tune, finalize, and submit/disseminate reports</p> <p>1.2.5.6 Advocate for the adoption of recommended actions to relevant institutions</p>	
	<p>1.2.6 Reengineering of public sector agencies implemented through change management processes, such as:</p> <ul style="list-style-type: none"> <li>• Change management interventions for key oversight institutions (NEDA, DBM, DOF, CSC, COA, PMS, etc)</li> <li>• Design of an impact mitigation program for government employees affected by reengineering action</li> <li>• Integrity assessment incorporated in the systems for entrance, promotion and retention for third level positions</li> <li>• Performance- and competency-based remuneration system</li> </ul>	<p>1.2.6.1 Develop project approach and methodology</p> <p>1.2.6.2 Conduct/validate review of organization/systems/processes in target agencies</p> <p>1.2.6.3 Design strategies to strengthen institutional capacities in strategic areas</p> <p>1.2.6.4 Design implementation plan</p> <p>1.2.6.5 Consult and advocate with stakeholders</p> <p>1.2.6.6 Implement institutional capacity improvement programme</p> <p>1.2.6.7 Evaluate/appraise resulting organization/systems/processes</p> <p>1.2.6.8 Prepare, submit, and disseminate/ publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.7 Capacity building technologies, tools and/or training to enhance capacity of public sector institutions in implementing civil service and economic management sector reforms, such as:</p> <ul style="list-style-type: none"> <li>• Horizontal and vertical compartmentalization/ delineation and synchronization of government functions</li> </ul>	<p>1.2.7.1 Design project approach and methodology</p> <p>1.2.7.2 Determine capacity building technologies and tools and/or training needs</p> <p>1.2.7.3 Develop and design technologies, tools, and/or training materials</p> <p>1.2.7.4 Pilot test and consult with stakeholders</p> <p>1.2.7.5 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>1.2.7.6 Evaluate outcomes of interventions</p> <p>1.2.7.7 Prepare, submit, and disseminate/publish reports</p>	
<p>1.3 Best practices in good governance documented, recognized, promoted, and or replicated government-wide</p>	<p>1.3.1 Best practices on civil service and economic management sector reforms documented, promoted, recognized, disseminated, adopted and/or replicated at the national and local levels</p>	<p>1.3.1.1 Design project approach and methodology</p> <p>1.3.1.2 Conduct review/survey of best practices in civil service and economic management sector</p> <p>1.3.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions</p> <p>1.3.1.4 Identify or formulate initiatives and programmes to enhance incentives for the adoption and replication of best practices</p> <p>1.3.1.5 Design implementation plan</p> <p>1.3.1.6 Consult/advocate with stakeholders</p> <p>1.3.1.7 Monitor, evaluate and document adoption and replication of best practices</p>	<p>388,338</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level	1.4.1 Performance measurement/audit systems developed, advocated, adopted and/or implemented to monitor and evaluate effectiveness of government programs/services, such as: <ul style="list-style-type: none"> <li>• Integrated performance indicator framework/ management system</li> </ul>	1.4.1.1 Develop project design and methodology 1.4.1.2 Conduct review/study of performance measurement/audit systems in the agency 1.4.1.3 Develop monitoring and evaluation strategies 1.4.1.4 Formulate system design and implementation plan 1.4.1.5 Conduct consultations with key stakeholders 1.4.1.6 Install and test run 1.4.1.7 Fine tune and fully operationalize system 1.4.1.8 Appraise outcomes operations 1.4.1.9 Prepare, submit, and disseminate/publish performance information	233,003
	1.4.2 Performance reports on the government programs/ services completed, disseminated, advocated to the general public and/or institutions concerned	1.4.2.1 Develop project approach and methodology 1.4.2.2 Determine/analyze/assess data/information generated from performance measurement/audit system 1.4.2.3 Formulate strategies on performance reporting 1.4.2.4 Consult and validate with stakeholders 1.4.2.5 Process and package performance information/reports 1.4.2.6 Disseminate performance information/report 1.4.2.7 Generate support for findings/issues/recommendations contained in the support	

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 2</b>                  Strengthened capacity of organized, responsible, accountable, and transparent civil society organizations, media and private sector groups to effectively engage with government and actively exercise their rights and citizenship role to promote good governance</p>
<p><b>OUTCOME INDICATOR</b>                  • Increased CSO participation in promoting effective governance</p>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE)</b>                  SAS 1.3.3 Partnerships between authorities and civil society organizations</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The civil society organizations (CSOs) shall partner with relevant government agencies like the National Economic and Development Authority (NEDA), Departments of Budget and Management (DBM), Finance (DOF), Trade and Industry (DTI), the Interior and Local Government (DILG), Environment and Natural Resources (DENR), and Labor and Employment (DOLE), the Civil Service Commission (CSC), and Local Government Units (LGUs) to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities towards the promotion of public administration and fiscal management reform initiatives.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 009 - ENHANCING INSTITUTIONAL CAPACITIES TO PROMOTE PUBLIC ADMINISTRATION AND FISCAL REFORMS</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3-YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.1 Networks and broad constituencies mobilized within and/or among the sectors to push for governance reforms	2.1.1 CSO/private sector/media coalitions and network mechanisms established, strengthened and/or mobilized to address public administration and fiscal reform issues	2.1.1.1 Conduct review of the capacity and potential for more robust/active CSO/private sector/media coalition and network mechanisms  2.1.1.2 Develop/map-out strategies to strengthen/intensify CSO/private/media sector coalitions/network mechanisms  2.1.1.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media  2.1.1.4 Install and implement modalities and strategies and consult with stakeholders  2.1.1.5 Evaluate results of interventions	2,000

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>2.1.2 CSO-government-private sector/media partnerships on civil service and economic management reforms established, strengthened and/or institutionalized</p>	<p>2.1.2.1 Conduct review/situation analysis on the participation/engagement of CSOs/private sector/media with the government</p> <p>2.1.2.2 Develop/map-out strategies to strengthen/intensify involvement/participation of CSOs/private sector/media</p> <p>2.1.2.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media</p> <p>2.1.2.4 Install and implement modalities and strategies and consult with stakeholders</p> <p>2.1.2.5 Evaluate results of interventions</p>	
<p>2.2 Active participation/engagement pursued in various aspects of governance processes and levels</p>	<p>2.2.1 Policy measures on public administration and fiscal reforms drafted, reviewed and/or advocated by CSOs, private sector and/or the media</p>	<p>2.2.1.1 Develop overall project approach and methodology</p> <p>2.2.1.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations</p> <p>2.2.1.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>2.2.1.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>2.2.1.5 Consult stakeholders and fine tune proposals</p> <p>2.2.1.6 Formulate and implement advocacy strategy</p> <p>2.2.1.7 Evaluate outcome of interventions</p>	<p>8,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	2.2.2 Baselines, action researches and/or analytical studies on civil service and economic management reform processes completed, disseminated and/or advocated by CSOs, private sector and/or the media	2.2.2.1 Develop overall project approach and methodology  2.2.2.2 Consult with stakeholders to map out strategic areas for research/study  2.2.2.3 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations  2.2.2.4 Present and validate outputs of action research and analytical studies through multi-stakeholder consultative workshops  2.2.2.5 Fine tune, finalize, and publish/disseminate outputs of research and analytical studies	
	2.2.3 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized and/or enhanced to ensure active participation of CSOs, private sector and media, to address issues on civil service and economic management sector reform institutions, systems and processes, such as:  • Mechanism for CSOs, as effective partners	2.2.3.1 Develop project approach and methodology  2.2.3.2 Formulate systems design and operational plan  2.2.3.3 Consult stakeholders  2.2.3.4 Install and test run  2.2.3.5 Fully implement/ institutionalize  2.2.3.6 Evaluate/appraise results of interventions  2.2.3.7 Prepare, submit and disseminate/publish reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.3 Awareness, skills, knowledge and information access on governance policies, structures and process enhanced	2.3.1 National and local campaigns and/or promotional activities conducted by CSOs/private sector/media to increase public awareness on civil service and economic management reforms-related issues	2.3.1.1 Define project objectives approach, outputs, target audience and methodology 2.3.1.2 Determine appropriate intervention to raise awareness/ knowledge and information access of stakeholders and general public 2.3.1.3 Develop implementation plan 2.3.1.4 Implement campaigns, events reengineering and promotional activities 2.3.1.5 Evaluate project implementation 2.3.1.6 Document project implementation and outcomes and publish/disseminate reports	6,000
	2.3.2 Information, education and communication (IEC) materials developed and/or disseminated to the general public to increase awareness and solicit their support for civil service and economic management reforms	2.3.2.1 Define project objectives approach, outputs, target audience and methodology 2.3.2.2 Determine appropriate strategies to raise the public's awareness/ knowledge and access to information 2.3.2.3 Develop implementation plan 2.3.2.4 Consult with stakeholders 2.3.2.5 Design/develop and disseminate IEC materials/kits 2.3.2.6 Evaluate and document project implementation and outcomes	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	2.3.3 Capacity building technologies, tools and/or training for CSOs, private sector and media on to enhance public administration and fiscal management, developed and utilized/conducted	2.3.3.1 Design project approach and methodology 2.3.3.2 Conduct baseline studies and situation review/analysis 2.3.3.3 Formulate strategies to strengthen institutional capacities in strategic areas 2.3.3.4 Determine capacity building technologies and tools and/or training needs 2.3.3.5 Develop and design technologies, tools, and/or training materials 2.3.3.6 Pilot test and consult with stakeholders 2.3.3.7 Implement capacity building activities 2.3.3.8 Replicate and disseminate technologies and tools and/or implement/institutionalize training 2.3.3.9 Evaluate outcomes of interventions 2.3.3.10 Prepare, submit, and disseminate/publish reports	
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated	2.4.1 Best practices on citizenship engagement with government on pushing for civil service and economic management reforms documented, recognized, promoted and/or replicated	2.4.1.1 Design project approach and methodology 2.4.1.2 Conduct baseline studies, surveys, or situation reviews to identify best practices 2.4.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in civil service and economic management sector reform 2.4.1.4 Identify or formulate initiatives and programs to enhance incentives 2.4.1.5 Design implementation plan 2.4.1.6 Consult/advocate with stakeholders 2.4.1.7 Monitor and evaluate adoption and replication of best practices 2.4.1.8 Document and disseminate reports	4,000

**ANNUAL INPUT-OUTPUT BUDGET  
 CIVIL SERVICE AND ECONOMIC MANAGEMENT**

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	35,400
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	11,800
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	2,950
	Sundries – Agenda	53.01	8,850
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	70,800
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	23,600
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	5,900
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	17,700
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	44,250
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	14,750
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	3,688
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	11,063
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	26,550
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	8,850
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	2,212
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	6,638
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>295,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	600
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	200
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Network and Broad Constituencies	52.05	50
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Network and Broad Constituencies	53.05	150
i. Document, publish/disseminate, and replicate			
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	2,400
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	800
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Active Participation	52.06	200
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Active Participation	53.06	600
i. Document, publish/disseminate, and replicate			
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	1,800
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	600
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	150
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries - Awareness, Skills, Knowledge and Information	53.07	450
i. Document, publish/disseminate, and replicate			
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	1,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	100
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	300
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>10,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	8,798
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	690
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.09	2,760
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.09	173
5. Formulate agency capacity building approach and methodology	Equipment - PMO	45.01	1,380
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.09	3,450
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB-TOTAL</b>			<b>17,250</b>
<b>GRAND TOTAL</b>			<b>322,250</b>

**ANNUAL INPUT-OUTPUT BUDGET  
 CIVIL SERVICE AND ECONOMIC MANAGEMENT**

Year 2003 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	75,801
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	25,267
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	6,317
	Sundries – Agenda	53.01	18,950
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	151,602
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	50,534
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	12,633
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	37,901
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	94,751
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	31,584
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	7,897
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	23,688
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	56,851
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	18,950
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	4,736
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	14,213
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>631,675</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	300
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	100
d. Consult and advocate with stakeholders			
e. Design implementation plan			
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Reporting Cost – Network and Broad Constituencies	52.05	25
h. Document, publish/disseminate, and replicate			
i. Document, publish/disseminate, and replicate	Sundries – Network and Broad Constituencies	53.05	75
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	1,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	400
d. Consult and advocate with stakeholders			
e. Design implementation plan			
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Reporting Cost – Active Participation	52.06	100
h. Document, publish/disseminate, and replicate			
i. Document, publish/disseminate, and replicate	Sundries – Active Participation	53.06	300
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	900
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	300
d. Consult and advocate with stakeholders			
e. Design implementation plan			
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	75
h. Document, publish/disseminate, and replicate			
i. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	225
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	600
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	200
d. Consult and advocate with stakeholders			
e. Design implementation plan			
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Reporting Cost – Best Practices	52.08	50
h. Document, publish/disseminate, and replicate			
i. Document, publish/disseminate, and replicate	Sundries – Best Practices	53.08	150
<b>SUB-TOTAL</b>			<b>5,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	13,050
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	2,250
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	2,025
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	225
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	4,950
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>22,500</b>
<b>GRAND TOTAL</b>			<b>659,176</b>

ANNUAL INPUT-OUTPUT BUDGET  
 CIVIL SERVICE AND ECONOMIC MANAGEMENT

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	75,201
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	25,067
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	6,267
	Sundries – Agenda	53.01	18,800
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	150,402
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	50,134
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	12,534
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	37,601
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	94,002
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	31,334
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	7,834
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	23,500
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	56,401
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	18,800
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	4,699
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	14,100
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>626,676</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms  a. Develop project approach and methodology b. Conduct baseline studies c. Formulate and validate reform strategies d. Consult and advocate with stakeholders e. Design implementation plan f. Install/implement/institutionalize reform g. Monitor/evaluate implementation/intervention outcomes i. Document, publish/disseminate, and replicate	Subcontracts – Network and Broad Constituencies  Consultation Workshops – Network and Broad Constituencies  Reporting Cost – Network and Broad Constituencies  Sundries – Network and Broad Constituencies	21.05  33.05  52.05  53.05	300  100  25  75
2.2 Active participation/engagement pursued in various aspects of governance processes and levels  a. Develop project approach and methodology b. Conduct baseline studies c. Formulate and validate reform strategies d. Consult and advocate with stakeholders e. Design implementation plan f. Install/implement/institutionalize reform g. Monitor/evaluate implementation/intervention outcomes i. Document, publish/disseminate, and replicate	Subcontracts – Active Participation  Consultation Workshops – Active Participation  Reporting Cost – Active Participation  Sundries – Active Participation	21.06  33.06  52.06  53.06	1,200  400  100  300
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced  a. Develop project approach and methodology b. Conduct baseline studies c. Formulate and validate reform strategies d. Consult and advocate with stakeholders e. Design implementation plan f. Install/implement/institutionalize reform g. Monitor/evaluate implementation/intervention outcomes i. Document, publish/disseminate, and replicate	Subcontracts – Awareness, Skills, Knowledge and Information  Consultation Workshops - Awareness, Skills, Knowledge and Information  Reporting Cost - Awareness, Skills, Knowledge and Information  Sundries - Awareness, Skills, Knowledge and Information	21.07  33.07  52.07  53.07	900  300  75  225
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated  a. Develop project approach and methodology b. Conduct baseline studies c. Formulate and validate reform strategies d. Consult and advocate with stakeholders e. Design implementation plan f. Install/implement/institutionalize reform g. Monitor/evaluate implementation/intervention outcomes i. Document, publish/disseminate, and replicate	Subcontracts – Best Practices  Consultation Workshops – Best Practices  Reporting Cost – Best Practices  Sundries – Best Practices	21.08  33.08  52.08  53.08	600  200  50  150
<b>SUB-TOTAL</b>			<b>5,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	16,313
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	2,813
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO –	33.09	2,531
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	281
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	6,188
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>28,125</b>
<b>GRAND TOTAL</b>			<b>659,801</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, this Programme on Civil Service and Economic Management will be executed by the Department of Budget and Management (DBM) as the Executing Agency. The DBM presently Co-Chairs the PCEG which is a high-level body mandated to oversee and coordinate institutional reforms in the public sector. The DBM likewise takes the lead in developing and implementing administrative and fiscal reforms in the bureaucracy. The choice of DBM as Executing Agency is based on the need to have a more holistic, objective and meaningful conceptualization and implementation of public administration and fiscal reforms. The DBM is strategically positioned to coordinate the Programme activities for implementation by government agencies and civil society organizations. As Executing Agency, the DBM shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to the following:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.

- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;
- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and
- e) Undertake technical and administrative supervision over the portfolio.

Within the DBM, this Programme on Civil Service and Economic Management will be under the direct oversight of a Programme Manager (PM).

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Civil Service and Economic Management Reform initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Monitor the implementation of activities agreed upon under each Programme;
- b) Facilitate convergence among programmes and projects;
- c) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;

- d) Establish standards, guidelines, systems and procedures for project reporting and financial management;
- e) Establish and execute a monitoring and evaluation reporting system for the entire portfolio; and
- f) Undertake the technical and administrative supervision of the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of

QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.

- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.
- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.

PHI / 02 / 010

# **Decentralization & Local Governance**



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

**PHI / 02 / 010 DECENTRALIZATION  
AND LOCAL GOVERNANCE:  
STRENGTHENING INSTITUTIONAL CAPACITIES FOR  
PARTICIPATORY LOCAL GOVERNANCE**

The Local Government Code's implementation for the last ten years has resulted in significant changes in the way local government units (LGUs) manage their local affairs, in the way national government agencies relate with LGUs and in the way people participate in local governance. Creative partnerships between LGUs and civil society organizations (CSOs) have also enabled many innovations that impact on policies, programmes and processes. However, sustaining the gains and up scaling the capacities of different stakeholders require mechanisms for continuous learning, greater complementation of interventions and effective participation of CSOs as local development partners. To mainstream participatory governance as a strategy for sustainable local development, this Programme seeks to strengthen institutional capacities of and partnerships among national and local government, and CSOs. Capacities will be developed in the areas of planning, fiscal administration, budgeting, policy formulation and advocacy, performance monitoring, networking and linkaging, and resource mobilization for more effective participation and improved accountability in local governance. Efforts will likewise be directed towards the institutional strengthening of the Department of Interior and Local Government (DILG) to oversee the decentralization and local governance processes.

September 2002

## **1 SITUATION ANALYSIS**

The Medium Term Philippine Development Plan (2001-2004) recognizes the importance of good governance in addressing poverty. It has become increasingly clear that development relies largely on the quality of governance prevailing in society. Efforts are, therefore, focused on managing current weaknesses in the delivery of services; implementing policies and programmes; enforcing national and local government accountability; fighting graft and corruption; ensuring law enforcement and justice; and promoting civil society participation.

However, the impact of these efforts is better felt and measured at the local level. The Arroyo Administration fully recognizes the vital roles of local government units (LGUs) and civil society organizations (CSOs) in local development. When institutions and power are structured and distributed in a way that gives real voice to the people, especially the poor and the marginalized, they are able to exercise their fundamental right to participate in the decisions that affect their lives. Thus, reforming and sustaining enabling structures, policies, mechanisms and capacities are critical in developing local communities.

### **Capacities for Local Governance**

Ten years of the Local Government Code's (LGC) implementation have resulted in significant changes in the local governance arena. There have been a number of tangible improvements particularly in the way LGUs are managing their local affairs. They have become more innovative in improving organizational capabilities, as reflected in more than four hundred cases and models of good practices in various thematic areas. Remarkable initiatives have also been undertaken in development planning, giving much consideration to economic, environment, social and cultural factors.

LGUs have also been demonstrating their ability to exercise their corporate powers and authority. They are now empowered to raise funds on their own to finance development projects. A number of LGUs have been accessing financial grants, entering into Build-Operate-Transfer schemes, contracting loans and investing in certain enterprises to boost economic growth in their localities. They have likewise been collaborating with other LGUs and resource institutions to maximize, as well as generate, resources.

The implementation of the Code has also brought changes in the way national government agencies relate with LGUs. Numerous reforms have been instituted by national line agencies to respond to local government needs, including changes in budgeting and auditing. Progress has also been made in harnessing people's participation, as manifested by the increase in the number of functioning local special bodies (LSBs), and the number of programmes and projects jointly implemented by LGUs and CSOs.

In addition, capacity building providers in the area of local governance have increased through the years. Academe, training institutions and even individual experts have been implementing capacity building programs for LGUs. There has also been a surge of foreign assistance in this sector that at times, assistance extended to certain LGUs overlap.

Despite the notable advancements, however, there is still no clear indicator or measure of the level and utilization of capacities. This is a critical gap in determining the capacities that still need to be developed among the LGUs and CSOs, and in tracking the progress in their performance through the application of these capacities. Moreover, minimizing duplication of capacity building interventions will avoid putting meager resources into unnecessary areas of support.

Another implementation gap in capacity building programmes is the lack of follow-through activities. There is a need to ensure that developed capacities are indeed applied and initiatives introduced are sustained rather than treating capacity building as a one-shot deal. A wider perspective must be advocated, viewing capacity building not only as training or a specific activity, but as an integral part of the strategy to achieve the outcomes set by the locality.

Institutional capacities such as development of policies, installation of mechanisms to resolve local governance issues, strengthening of human resources, allocation of scarce resources and establishment of other enabling mechanisms, among others, need to be considered to meaningfully address the challenges of local governance and transform innovations into sustainable activities.

### **Civil Society Participation**

Democratic people's participation remains one of the major pillars of good governance. The need to intensify partnerships between government and other stakeholders has emerged for several reasons. First, the effective participation of civil society facilitates processes and promotes government policies and practices that encourage transparency and accountability. Second, the LGC provisions on democratic participation have allowed CSOs to build creative partnerships with LGUs, where lessons learned from these partnerships have to be strengthened and further maximized. Third, innovations in local autonomy have made an impact on policies, programmes and processes, and further reinforce the gains in devolution at the local level.

Accompanying this recognition are great opportunities for promoting people's participation as an important element in achieving development goals. As a result of a mandate and support given by the national government, through the Department of Interior and Local Government (DILG) and other major Official Development Assistance programmes, LGUs and the communities have already defined their development thrusts and priorities until 2004. The focus on poverty reduction underscored the importance of concerted efforts among government, CSO and the private sector. Aside

from this, a critical mass of CSOs nationwide have achieved consensus in recognizing that participation is imperative for good local governance. This consensus has been clearly articulated in a declaration contained in the CSO Agenda for Participatory Local Governance in the Next Decade.

Despite the gains and the favorable policy framework for effective CSO participation, the inadequacy or absence of CSO and LGU capacities hinder meaningful participation. The most common gaps noted refer to the lack of technical skills among CSOs, non-functional status of most LSBs, absence of mechanisms for building constituency and establishing consensus, and absence of feedback and feed-forward mechanisms.

### **Need to Enhance Capacities of Major Stakeholders**

Clearly, there is a need to enhance the capacities of the major stakeholders to sustain the gains that have been realized in the first decade of the LGC implementation. These include strengthening technical capacities, networking and linking, policy advocacy and formulation, monitoring and evaluation, as well as covering thematic concerns such as natural resource management, gender, transparency and accountability, among others. This is consistent with the Philippine Governance Portfolio's Outcomes 1 and 2, which are directed towards the strengthened capacities of government, civil society and the private sector in mainstreaming participatory governance as a strategy for realizing sustainable local development and as a rights-based approach to local governance.

## **2 STRATEGY**

Building on the First Philippine Local Governance Congress Declaration and the CSO Agenda on Participatory Governance for the Next Decade of Local Autonomy, this Programme seeks to build capacities and provide mechanisms towards effective participation of stakeholders and improved accountability in local governance. Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, the Programme pursues decentralization and local governance through parallel and complementary tracks. On one hand, it shall strengthen the institutional capacities of primary local governance stakeholders such as LGUs and the DILG. At the same time, it shall build CSO capacity and enhance the interaction among LGUs and CSOs for effective engagement towards genuine local development. In both tracks, the institutionalization of capacities for a rights-based approach to decentralization and local governance shall be observed.

In particular, local governance institutional capacity building is directed towards a sustained, responsive and progressive capacity development. It aims to rationalize, direct and manage capacity building efforts, including the tracking of performance, and the quality and responsiveness of interventions. This implies the need to conduct assessments, and use of baselines and benchmarks to monitor and control the quality of outcomes. Attention will also be given to creating enabling mechanisms that will foster a

learning environment, and promote best practices and collaboration at the local level. There will be a conscious effort to encourage multiple approaches in capacity building and to make local governance processes inclusive, especially for vulnerable groups such as the poor and disadvantaged women.

Focus will be given on strengthening the following groups:

- **Capacity Building Enablers.** Enablers are responsible for directing capacity building efforts in local governance to ensure that interventions are sustained and utilized. This will be led by the DILG as the institution mandated to build local capacities. Other key institutions in this category include the national line agencies with devolved functions and the Leagues of Local Governments.
- **Capacity Building Providers.** Providers are responsible for developing programmes that will assist the LGUs and other stakeholders in performing their roles and functions effectively, including the delivery of basic services to their constituents. Academic institutions, local resource institutions, CSOs, private consulting firms and research institutes that provide technical assistance in local governance comprise this category.
- **Capacity Building Target Beneficiaries.** Target beneficiaries manage, apply and utilize the capacities being built in their respective organizations and provide feedback on the interventions they receive. This group is composed of LGUs and CSOs whose capacities will be strengthened to achieve improved performance. Enhancing CSO capacities in terms of organization development is critical in establishing effective structures for advocacy and viable partnerships for local development. Capacity development interventions shall also target the effective operationalization of the various LSBs to enable them to perform development planning, budgeting, and programme monitoring functions.

Complementing the institutional capacity building efforts, the CSO Agenda on Participatory Governance will be pursued to ensure continuing, consistent and sustainable peoples' participation in various areas of governance. Constituency and consensus-building mechanisms and processes will be promoted between and among the major stakeholders that include CSOs, LGUs, the DILG, Leagues, national government and private sector for broad-based local development. Efforts will also be directed towards mainstreaming the people's agenda in government's priorities through participatory local development planning, investment programming and legislative processes to ensure that interventions are responsive to people's needs. Aside from these, partnerships shall be built to promote transparency and accountability in public administration, improved delivery of basic social services to the communities and to contribute to the achievement of local development goals and priorities.

Partnership building will revolve around the following implementation strategies:

- **Strengthening Government-CSO-Private Sector Partnerships.** Efforts shall be directed towards strengthening and consolidating a broad-based network of CSOs to encourage greater participation of development advocates, activists and facilitators.
- **Networking and Linkaging.** Interventions will include forging and nurturing partnerships with relevant government agencies and structures, particularly those that are concerned with poverty reduction initiatives, to strengthen their resolve for participation in various governance affairs, as well as in managing and sustaining the network.
- **Policy Advocacy.** Policy advocacy will focus on popularizing and mainstreaming the discourse on critical local governance issues. This will touch on several policy advocacy issues at the national level, including amendments to the LGC, defining policies on local sectoral representations and addressing concerns on Internal Revenue Allotment, among others.

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 1</b>                  Strengthened capacity of government institutions that are transparent, accountable, ethical, human-rights and gender-responsive, effective and efficient in policy formulation, enforcement and adjudication; economic and fiscal management; service delivery; and civil service administration</p>
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Increased level of confidence and acceptance/ satisfaction of the public in the capacity of enablers, particularly the DILG, in directing, steering and sustaining the capacity building efforts in local government sectors</li> <li>• Increased number of best practices in government generated, disseminated and replicated</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.2.1 Institutional capacity of parliamentary structures, systems and processes</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The Department of the Interior and Local Government (DILG) shall partner with relevant government agencies, the local government units (LGUs), the Leagues, local training institutions, and civil society organizations (CSOs) to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities towards participatory local governance.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 010 - STRENGTHENING INSTITUTIONAL CAPACITIES FOR PARTICIPATORY LOCAL GOVERNANCE</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS (US \$)
1.1 A common framework developed and advocated, integrating key principles of good governance	1.1.1 Local governance framework/agenda formulated, updated, advocated, adopted and/or disseminated with the support of key stakeholders, such as: <ul style="list-style-type: none"> <li>• Local Governance Capacity Development Framework (LGCDF)</li> </ul>	1.1.1.1 Define and develop project approach and methodology 1.1.1.2 Conduct baseline studies/ situation analysis/review 1.1.1.3 Establish multi-stakeholder technical working group(s) 1.1.1.4 Draft and design framework/agenda 1.1.1.5 Conduct consultative workshops for government, civil society and business sector 1.1.1.6 Finalize, validate and publish framework /agenda	257,800

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS (US \$)
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhance to effectively address the rights and interests of all, especially the poor and other vulnerable groups	1.2.1 Inter-agency and/or multi-stakeholder groups, committees and/or councils organized and/or strengthened to coordinate and advocate the implementation of reforms on local governance, such as: <ul style="list-style-type: none"> <li>• Coordination and complementation of development activities among DILG, LGUs, Leagues, NGAs and CSOs</li> </ul>	1.2.1.1 Define and develop project approach and methodology 1.2.1.2 Formulate/conceptualize/ assess organization and modalities of the group, committee or council 1.2.1.3 Organize/conduct multi-stakeholder consultative workshops 1.2.1.4 Organize, mobilize, and institutionalize group, committee or council	515,600
	1.2.2 Government-wide, agency-specific and/or issue- based campaigns, events engineering and/or promotional activities conducted to increase awareness on local governance, such as: <ul style="list-style-type: none"> <li>• Campaign for good urban governance and secure tenure</li> </ul>	1.2.2.1 Design information and promotional campaign strategies 1.2.2.2 Conduct consultative workshops 1.2.2.3 Implement information and promotion campaign strategies through various modalities 1.2.2.4 Evaluate outcomes of interventions 1.2.2.5 Document and submit reports	
	1.2.3 Legislative and/or administrative measures on local governance and decentralization drafted, advocated, passed and/or issued in Congress, Executive Branch, and/or Constitutional bodies	1.2.3.1 Develop overall project approach and methodology 1.2.3.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations 1.2.3.3 Prepare agenda/listing of prospective legislative and administrative measures 1.2.3.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals) 1.2.3.5 Consult stakeholders and fine tune proposals 1.2.3.6 Formulate and implement advocacy strategy 1.2.3.7 Evaluate outcome of interventions	

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>1.2.4 Baselines, action researches and/or analytical studies on decentralization and local governance completed, disseminated and/or advocated, such as:</p> <ul style="list-style-type: none"> <li>• Studies on improving local governance, including privatization and corporatization</li> </ul>	<p>1.2.4.1 Develop overall project approach and methodology</p> <p>1.2.4.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>1.2.4.3 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops/conference</p> <p>1.2.4.4 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p> <p>1.2.4.5 Advocate for the adoption of recommended actions to relevant institutions</p>	
	<p>1.2.5 Organization review and/or capacity needs assessment for specific agencies involved in decentralization and local governance completed, disseminated, advocated and/or adopted, such as:</p> <ul style="list-style-type: none"> <li>• Organizational diagnosis of DILG</li> <li>• Baseline information on LGU capacity levels and requirements</li> <li>• Mapping of the capacities and services of local resource and training institutes</li> </ul>	<p>1.2.5.1 Develop assessment approach and methodology</p> <p>1.2.5.2 Conduct/validate assessment in targeted agencies and processes</p> <p>1.2.5.3 Prepare report containing finding, analysis and recommendations based on the assessment</p> <p>1.2.5.4 Conduct consultations with stakeholders and validate recommendations made</p> <p>1.2.5.5 Fine tune, finalize, and submit/disseminate reports</p> <p>1.2.5.6 Advocate for the adoption of recommended actions to relevant institutions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>1.2.6 Reengineering of local governance agencies implemented through change management and the development of institutional mechanisms to enhance decentralization and local governance institutions, systems and processes, such as:</p> <ul style="list-style-type: none"> <li>• Operationalization of functional monitoring and reporting committees</li> <li>• Support for the establishment of an Asian Resource Center for Decentralization</li> <li>• Localization of the CSO Agenda for Participatory Governance</li> <li>• Change management in the LGUs, including human resource management, performance assessment and compliance to national laws</li> </ul>	<p>1.2.6.1 Develop project approach and methodology</p> <p>1.2.6.2 Conduct/validate review of organization/systems/processes in target agencies</p> <p>1.2.6.3 Design strategies to strengthen institutional capacities in strategic areas</p> <p>1.2.6.4 Design implementation plan</p> <p>1.2.6.5 Consult and advocate with stakeholders</p> <p>1.2.6.6 Implement institutional capacity improvement programme</p> <p>1.2.6.7 Evaluate/appraise resulting organization/systems/processes</p> <p>1.2.6.8 Prepare, submit, and disseminate/ publish reports</p>	
	<p>1.2.7 Capacity building technologies, tools and/or training for government agencies on local governance and decentralization developed and utilized/conducted, such as:</p> <ul style="list-style-type: none"> <li>• Capacity building interventions on gender and local governance, fiscal management and ecological governance</li> </ul>	<p>1.2.7.1 Design project approach and methodology</p> <p>1.2.7.2 Determine capacity building technologies and tools and/or training needs</p> <p>1.2.7.3 Develop and design technologies, tools, and/or training materials</p> <p>1.2.7.4 Pilot test and consult with stakeholders</p> <p>1.2.7.5 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>1.2.7.6 Evaluate outcomes of interventions</p> <p>1.2.7.7 Prepare, submit, and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS (US \$)
<p>1.3 Best practices in good governance documented, recognized, promoted, and or replicated government-wide</p>	<p>1.3.1 Best practices on government initiatives on decentralization and local governance documented, promoted, recognized, adopted and or replicated at the national and local levels</p>	<p>1.3.1.1 Design project approach and methodology</p> <p>1.3.1.2 Conduct review/survey of anti-corruption programmes and measures</p> <p>1.3.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions</p> <p>1.3.1.4 Identify or formulate initiatives and programs to enhance incentives for the adoption and replication of best practices</p> <p>1.3.1.5 Design implementation plan</p> <p>1.3.1.6 Consult/advocate with stakeholders</p> <p>1.3.1.7 Monitor, evaluate and document adoption and replication of best practices</p>	<p>322,250</p>
<p>1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level</p>	<p>1.4.1 Performance measurement/audit systems developed, advocated, adopted and/or implemented to monitor and evaluate effectiveness of decentralization and local governance initiatives, such as:</p> <ul style="list-style-type: none"> <li>• Development of performance and capacity building standards, including tools and methodology in tracking performance</li> </ul>	<p>1.4.1.1 Develop project design and methodology</p> <p>1.4.1.2 Conduct review/study of performance measurement/audit systems in the agency</p> <p>1.4.1.3 Develop monitoring and evaluation strategies</p> <p>1.4.1.4 Formulate system design and implementation plan</p> <p>1.4.1.5 Conduct consultations with key stakeholders</p> <p>1.4.1.6 Install and test run</p> <p>1.4.1.7 Fine tune and fully operationalize system</p> <p>1.4.1.8 Appraise outcomes operations</p> <p>1.4.1.9 Prepare, submit, and disseminate/publish performance information</p>	<p>193,350</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>1.4.2 Performance reports on the local governance and decentralization processes and reform initiatives completed, disseminated, advocated to the general public and/or institutions concerned</p>	<p>1.4.2.1 Develop project approach and methodology</p> <p>1.4.2.2 Determine/analyze/assess data/information generated from performance measurement/audit system</p> <p>1.4.2.3 Formulate strategies on performance reporting</p> <p>1.4.2.4 Consult and validate with stakeholders</p> <p>1.4.2.5 Process and package performance information/reports</p> <p>1.4.2.6 Disseminate performance information/report</p> <p>1.4.2.7 Generate support for findings/issues/recommendations contained in the support</p>	

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 2</b>                  Strengthened capacity of organized, responsible, accountable, and transparent civil society organizations, media and private sector groups to effectively engage with government and actively exercise their rights and citizenship role to promote good governance</p>
<p><b>OUTCOME INDICATOR</b></p> <ul style="list-style-type: none"> <li>• Increased level of confidence and acceptance/ satisfaction of the public in the capacity of enablers, particularly the DiLG, in directing, steering and sustaining the capacity building efforts in local government sectors</li> <li>• Increased number of best practices in government generated, disseminated and replicated</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.3.3 Partnerships between authorities and civil society organizations</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The Civil Society Organizations (CSO) shall partner with relevant government agencies like the DiLG, as well as with the LGUs and the Leagues to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities towards participatory local governance.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 010 - STRENGTHENING INSTITUTIONAL CAPACITIES FOR PARTICIPATORY LOCAL GOVERNANCE</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
<p>2.1 Networks and broad constituencies mobilized within and/or among the sectors to push for governance reform</p>	<p>2.1.1 CSO/private sector coalitions and network mechanisms established, strengthened and/or mobilized to address decentralization and local governance issues, such as:</p> <ul style="list-style-type: none"> <li>• Cadre of qualified service providers/experts in local governance</li> <li>• Network of local learning institutes</li> <li>• Support initiatives for linkages and collaborative efforts</li> </ul>	<p>2.1.1.1 Conduct review of the capacity and potential for more robust/active CSO/private sector/media coalition and network mechanisms</p> <p>2.1.1.2 Develop strategies to strengthen/intensify CSO/private sector/media coalitions/network mechanisms</p> <p>2.1.1.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media</p> <p>2.1.1.4 Map-out areas for strategic interventions/engagement of CSOs/private sector/media Conduct consultation with stakeholders</p> <p>2.1.1.5 Install and implement modalities and strategies</p> <p>2.1.1.6 Evaluate results of interventions</p>	<p>217,200</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>2.1.2 CSO-government-private sector/media partnerships on local governance and decentralization established, strengthened and/or institutionalized, such as:</p> <ul style="list-style-type: none"> <li>• CSO network engaging government on deepening decentralization and local autonomy</li> <li>• Linkages with partners in the public sector and other civil society organizations</li> <li>• CSO-Media working relations</li> </ul>	<p>2.1.2.1 Conduct review/situation analysis on the participation/engagement of CSOs/private sector/media with the government</p> <p>2.1.2.2 Develop strategies to strengthen/intensify involvement/participation of CSOs/ private sector/media</p> <p>2.1.2.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/ private sector/media</p> <p>2.1.2.4 Map-out areas for strategic engagement of CSOs/private sector/media with government</p> <p>2.1.2.5 Conduct consultation with stakeholders</p> <p>2.1.2.6 Install and implement modalities and strategies</p> <p>2.1.2.7 Evaluate results of interventions</p>	
<p>2.2 Active participation/engagement pursued in various aspects of governance process and levels</p>	<p>2.2.1 Policy measures on decentralization and local governance drafted, reviewed and/or advocated by CSOs, private sector and/or media</p> <ul style="list-style-type: none"> <li>• Internal Revenue Allotment (IRA) allocations</li> <li>• Amendments to the Local Government Code</li> </ul>	<p>2.2.1.1 Develop overall project approach and methodology</p> <p>2.2.1.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations</p> <p>2.2.1.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>2.2.1.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>2.2.1.5 Consult stakeholders and fine tune proposals</p> <p>2.2.1.6 Formulate and implement advocacy strategy</p> <p>2.2.1.7 Evaluate outcome of interventions</p>	<p>868,800</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	2.2.2 Baselines, action researches and/or analytical studies on decentralization and local governance completed, disseminated and/or advocated	2.2.2.1 Develop overall project approach and methodology  2.2.2.2 Consult with stakeholders to map out strategic areas for research/study  2.2.2.3 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations  2.2.2.4 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops  2.2.2.5 Fine tune, finalize, and publish/disseminate outputs of baselines, researches and analytical studies	
	2.2.3 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized, and/or enhanced to ensure active participation of CSOs private sector and media to address reforms in local governance and decentralization, such as:  • Operationalization of LDCs and LSBs	2.2.3.1 Develop project approach and methodology  2.2.3.2 Formulate systems design and operational plan  2.2.3.3 Consult stakeholders  2.2.3.4 Install and test run  2.2.3.5 Fully implement and institutionalize  2.2.3.6 Evaluate/appraise results of interventions  2.2.3.7 Prepare, submit and disseminate/publish reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
<p>2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced</p>	<p>2.3.1 National and local campaigns and/or promotional activities conducted by CSOs/private sector/media to increase public awareness on decentralization and local governance</p>	<p>2.3.1.1 Define project objectives approach, outputs, target audience and methodology</p> <p>2.3.1.2 Determine appropriate intervention to raise awareness/ knowledge and information access of stakeholders and general public</p> <p>2.3.1.3 Develop implementation plan</p> <p>2.3.1.4 Implement campaigns, events reengineering and promotional activities</p> <p>2.3.1.5 Evaluate project implementation</p> <p>2.3.1.6 Document project implementation and outcomes and publish/disseminate reports</p>	<p>651,600</p>
	<p>2.3.2 Information, education and communication (IEC) materials developed and/or disseminated to the general public to increase awareness and solicit their support for participatory local governance</p>	<p>2.3.2.1 Define project objectives approach, outputs, target audience and methodology</p> <p>2.3.2.2 Determine appropriate strategies to raise awareness/ knowledge and information access of stakeholders and general public</p> <p>2.3.2.3 Develop implementation plan</p> <p>2.3.2.4 Consult with stakeholders</p> <p>2.3.2.5 Design/develop and disseminate IEC materials/kits</p> <p>2.3.2.6 Evaluate and document project implementation and outcomes</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	2.3.3 Capacity building technologies, tools and/or training for CSOs, private sector and media on decentralization and local governance developed and utilized/conducted	2.3.3.1 Design project approach and methodology 2.3.3.2 Conduct baseline studies and situation review/analysis 2.3.3.3 Formulate strategies to strengthen institutional capacities in strategic areas 2.3.3.4 Determine capacity building technologies and tools and/or training needs 2.3.3.5 Develop and design technologies, tools, and/or training materials 2.3.3.6 Pilot test and consult with stakeholders 2.3.3.7 Implement capacity building activities 2.3.3.8 Replicate and disseminate technologies and tools and/or implement/institutionalize training 2.3.3.9 Evaluate outcomes of interventions 2.3.3.10 Prepare, submit, and disseminate/publish reports	
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated	2.4.1 Best practices on citizenship engagement with government on local governance and decentralization documented, recognized, promoted, and/or replicated, such as: <ul style="list-style-type: none"> <li>• Social infrastructure building</li> </ul>	2.4.1.1 Design project approach and methodology 2.4.1.2 Conduct baseline studies, surveys, or situation reviews to identify best practices 2.4.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions 2.4.1.4 Identify or formulate initiatives and programs to enhance incentives 2.4.1.5 Design implementation plan 2.4.1.6 Consult/advocate with stakeholders 2.4.1.7 Monitor and evaluate adoption and replication of best practices 2.4.1.8 Document and disseminate reports	434,400

**ANNUAL INPUT-OUTPUT BUDGET  
 DECENTRALIZATION AND LOCAL GOVERNANCE**

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	16,920
b. Conduct baseline studies	Consultation Workshops - Agenda	33.01	5,640
c. Formulate/design framework/agenda	Reporting Cost - Agenda	52.01	1,410
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Sundries – Agenda	53.01	4,230
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	33,840
b. Conduct baseline studies	Consultation Workshops - Systems	33.02	11,280
c. Formulate and validate reform strategies	Reporting Cost - Systems	52.02	2,820
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Systems	53.02	8,460
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	21,150
b. Conduct baseline studies	Consultation Workshops – Best Practices	33.03	7,050
c. Formulate and validate reform strategies	Reporting Cost – Best Practices	52.03	1,763
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Best Practices	53.03	5,288
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	12,690
b. Conduct baseline studies	Consultation Workshops – Performance Management	33.04	4,230
c. Formulate and validate reform strategies	Reporting Cost-Performance Management	52.04	1,058
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Performance Management	53.04	3,173
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>141,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	9,120
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	3,040
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Network and Broad Constituencies	52.05	760
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Network and Broad Constituencies	53.05	2,280
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	36,480
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	12,160
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Active Participation	52.06	3,040
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Active Participation	53.06	9,120
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	27,360
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	9,120
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	2,280
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	6,840
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	18,240
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	6,080
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	1,520
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	4,560
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>152,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	8,415
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	660
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.09	2,640
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.09	165
5. Formulate agency capacity building approach and methodology	Equipment – PMO	45.01	1,320
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.09	3,300
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB-TOTAL</b>			<b>16,500</b>
<b>GRAND TOTAL</b>			<b>309,500</b>

## ANNUAL INPUT-OUTPUT BUDGET DECENTRALIZATION AND LOCAL GOVERNANCE

Year 2003 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	80,640
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	26,880
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	6,720
	Sundries – Agenda	53.01	20,160
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	161,280
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	53,760
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	13,440
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	40,320
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	100,800
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	33,600
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	8,400
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	25,200
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	60,480
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	20,160
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	5,040
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	15,120
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>672,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts -- Network and Broad Constituencies	21.05	62,100
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops -- Network and Broad Constituencies	33.05	20,700
d. Consult and advocate with stakeholders			
e. Design implementation plan			
f. Install/implement/institutionalize reform	Reporting Cost -- Network and Broad Constituencies	52.05	5,175
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate	Sundries -- Network and Broad Constituencies	53.05	15,525
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts -- Active Participation	21.06	248,400
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops -- Active Participation	33.06	82,800
d. Consult and advocate with stakeholders			
e. Design implementation plan			
f. Install/implement/institutionalize reform	Reporting Cost -- Active Participation	52.06	20,700
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate	Sundries -- Active Participation	53.06	62,100
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts -- Awareness, Skills, Knowledge and Information	21.07	186,300
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	62,100
d. Consult and advocate with stakeholders			
e. Design implementation plan			
f. Install/implement/institutionalize reform	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	15,525
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	46,575
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts -- Best Practices	21.08	124,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops -- Best Practices	33.08	41,400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost -- Best Practices	52.08	10,350
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries -- Best Practices	53.08	31,050
h. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>1,035,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	34,800
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff-- PMO	13.01	6,000
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	5,400
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	600
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	13,200
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>60,000</b>
<b>GRAND TOTAL</b>			<b>1,767,000</b>

## ANNUAL INPUT-OUTPUT BUDGET DECENTRALIZATION AND LOCAL GOVERNANCE

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	57,120
b. Conduct baseline studies	Consultation Workshops - Agenda	33.01	19,040
c. Formulate/design framework/agenda			
d. Consult and advocate with stakeholders	Reporting Cost - Agenda	52.01	4,760
e. Finalize and disseminate framework/agenda	Sundries – Agenda	53.01	14,280
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	114,240
b. Conduct baseline studies	Consultation Workshops - Systems	33.02	38,080
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Reporting Cost - Systems	52.02	9,520
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Systems	53.02	28,560
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	71,400
b. Conduct baseline studies	Consultation Workshops – Best Practices	33.03	23,800
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Reporting Cost – Best Practices	52.03	5,950
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Best Practices	53.03	17,850
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	42,840
b. Conduct baseline studies	Consultation Workshops – Performance Management	33.04	14,280
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Reporting Cost-Performance Management	52.04	3,570
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Performance Management	53.04	10,710
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>476,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	59,100
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	19,700
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Network and Broad Constituencies	52.05	4,925
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Network and Broad Constituencies	53.05	14,775
i. Document, publish/disseminate, and replicate			
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	236,400
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	78,800
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Active Participation	52.06	19,700
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Active Participation	53.06	59,100
i. Document, publish/disseminate, and replicate			
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	177,300
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	59,100
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	14,775
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries - Awareness, Skills, Knowledge and Information	53.07	44,325
i. Document, publish/disseminate, and replicate			
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	118,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	39,400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	9,850
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	29,550
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>985,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	39,150
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	6,750
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	6,075
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	675
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	14,850
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>67,500</b>
<b>GRAND TOTAL</b>			<b>1,528,500</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, this Programme on Decentralization and Local Governance will be executed by the Department of Interior and Local Government (DILG) as the Executing Agency. The choice of DILG as Executing Agency is based on the need to have a comprehensive and institutionalized effort to deepen autonomy of local governments through continuing decentralization and community empowerment. The DILG, being the national government agency mandated to assist the President in supervising local government units, is strategically positioned to coordinate Programme activities for implementation by government agencies and civil society organizations. As Executing Agency, the DILG shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to the following:

- a) Prepare the annual work and financial plans (WFPs), with reference to the Programme Results and Resources Framework (PRRF);
- b) Certify expenditures vis-à-vis the approved WFPs;

- c) Monitor and report on the procurement of inputs and delivery of outputs towards the achievement of outcomes;
- d) Ensure the effective, efficient and timely implementation of activities within the Programme being undertaken by Implementing Agencies; and
- e) Integrate and adopt the Programme's outputs into the overall reform programme of the DILG.

Within the DILG, this Programme on Decentralization and Local Governance will be under the direct oversight of a Programme Manager (PM).

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Decentralization and Local Governance Reform initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.
- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;

- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and
- e) Undertake technical and administrative supervision over the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review

Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.

- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.
- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

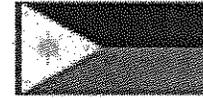
- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.

PHI / 02 / 011

# **Right to Development**



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

***PHI / 02 / 011 RIGHT TO DEVELOPMENT:  
STRENGTHENING INSTITUTIONAL CAPACITIES TO  
MAINSTREAM GENDER AND HUMAN RIGHTS***

There is a growing recognition of the need for a rights-based and gender-responsive approach to development. While the Commission on Human Rights, key government agencies, the media and civil society organizations endeavor to protect human rights, their presence cannot guarantee a meaningful and effective performance unless they are institutionally capable. Adequate and feasible frameworks have to be defined, accompanied by appropriate capacities, to be able to fulfill their tasks and functions. This Programme is designed to develop the capacities of key government agencies, civil society organizations and media institutions in undertaking a gender-responsive and rights-based approach to development. It will work towards mainstreaming human rights and gender in governance policies and programmes, with a particular focus on disadvantaged groups; improving access to and quality of information available to the public; and increasing awareness of target groups and key institutions on human rights.

September 2002

## 1 SITUATION ANALYSIS

Human rights and sustainable human development are interdependent and mutually reinforcing. Development is unsustainable where the rule of law does not exist; where ethnic, religious or sexual discrimination are prevalent; or where majorities of people live in dire poverty. Similarly, human rights are enhanced when development empowers people to become aware of and claim their rights.

Based on this premise, the rights-based approach to development seeks to develop capacities for the full realization of human rights and gender responsiveness. This approach recognizes development as the fulfillment of human dignity. Human rights provide adequate standards of human dignity where progress towards substantive impact on the well being of people can be measured. Moreover, a rights-based approach brings the gender dimensions at the forefront of development because of its focus on equality and disadvantaged groups.

However, there are various factors that impede the adoption of this approach. On the aspect of human rights, duty-holders from the government and the private sector do not have sufficient and workable appreciation of the rights-based approach to meet their obligations. Coupled by the lack of public awareness on the role of law enforcement institutions in protecting the rights of people, the inadequate understanding of human rights also diminishes community involvement and tolerates discriminatory practices that affect the disadvantaged and vulnerable sectors the most. Furthermore, the need to implement international standards at the national level and to maximize existing local human rights mechanisms pose as challenges in mainstreaming human rights in development.

On the aspect of gender, gender-related institutional capacity, and policy and programme management mechanisms at the national and local levels remain to be limited. Culture-based stereotyping, discrimination and biases, especially against disadvantaged women, contribute to the burden of poverty that is also disproportionately shouldered by women. There is an apparent need to considerably strengthen the institutional framework and operational mechanisms to further enhance gender responsiveness in governance processes.

On the aspect of information, media's predominant commercial orientation deprives the public of their right to information and disempowers them from making informed decisions. Although largely freed from state control, media ownership is concentrated in the hands of wealthy business groups that are capable of using their newspapers to defend and advance their political and business interests. When the media is unable to present information that is fair and objective, their role in holding public and private institutions accountable is not maximized. Moreover, while the media takes pride in civic responsibility, the "tabloidization" of news reflects some of their discriminatory and insensitive approaches to human rights issues, particularly on women and children's rights.

Clearly, the full realization of the right to development requires strengthened capacities to effectively mainstream human rights and gender in key governance processes and interventions. This is consistent with the Philippine Governance Portfolio's Outcome 3, which is directed towards establishing appropriate frameworks, building adequate capacities to design and implement development programmes using the rights-based perspective, and providing baseline data from which to measure progress.

## **2 STRATEGY**

Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, this Programme pursues the full realization of the right to development through parallel and complementary tracks. It shall work towards strengthening the capacities of the Commission on Human Rights (CHR), and key national and local government institutions while supporting civil society organizations and the media to promote and advance a gender-responsive and rights-based approach to development.

To effectively mainstream human rights in governance policies and programmes, capacity development shall focus on strengthening national and local human rights mechanisms, while promoting civil society participation in the implementation of a rights-based approach to development. In addition, efforts shall be directed towards increasing human rights awareness of key institutions and target groups, particularly vulnerable sectors such as disadvantaged women.

In pursuit of equality between women and men, institutional capacities shall be developed for a gender-responsive approach to governance. The Programme will contribute to strengthening the gender perspective in policy formulation, planning, programming, budgeting, implementation, and monitoring and evaluation of government initiatives. Particular attention will be given to the empowerment of women for their effective participation in governance decision-making processes, accessing of resources and assertion of their rights.

Towards the realization of the people's right to information, efforts shall focus on improving the quality of and access to information. This will involve strengthening the professional and service roles of the media to revive and sustain the trust and confidence of the general public. The Programme shall work towards upgrading the standards and accountability of the media; increasing public awareness of the right to information; and strengthening the relationship between media and citizens to better address human rights and gender concerns.

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

#### INTENDED OUTCOME 3

Strengthened capacity of institutions to promote and protect the right to development

#### OUTCOME INDICATORS

##### Human Rights/Gender

- Identified/applied framework for integrating human rights and gender and development in national plans, policies and programmes
- Increased number of governance institutions which maintained and implemented human rights and gender perspectives in their work
- Adequate understanding by government workers of the framework and approach for integrating human rights and gender to development
- Increased awareness of human rights by disadvantaged groups

##### Media

- Identified/applied framework for integrating the perspective of media in national plans, policies and programmes, as a means of enhancing access to information
- Increased professional standards of media
- Increased number of media institutions that maintained and implemented programmes, projects and activities enhancing the right to information

#### APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):

SAS 1.2.4 Promotion of human rights

#### PARTNERSHIP STRATEGY

##### Human Rights

The Commission on Human Rights (CHR) shall partner with other relevant government agencies, the Congress of the Philippines, local government units (LGUs), the Leagues, as well as with pertinent civil society organizations (CSOs) to build and reinforce their capability, and ensure complementation of efforts and resources in carrying out programme activities for the protection and promotion of human rights.

##### Gender

The National Commission on the Role of Filipino Women (NCRFW) shall partner with other relevant government agencies like the CHR, National Economic and Development Authority (NEDA), the Department of Budget and Management (DBM), the Congress of the Philippines, LGUs, the Leagues, as well as pertinent CSOs to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities towards the promotion of gender and development at all levels.

##### Media

The CSOs shall partner with relevant government agencies like the CHR, NEDA and DBM, the Congress of the Philippines, LGUs and the Leagues to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities towards the promotion of the people's right to information.

#### PROJECT TITLE AND NUMBER

PHI / 02 / 011 - STRENGTHENING INSTITUTIONAL CAPACITIES TO MAINSTREAM GENDER AND HUMAN RIGHTS

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
<p>3.1 Awareness of institutions of the human rights framework and its application to specific areas of activity</p>	<p>3.1.1 Framework/agenda for integrating human rights to development formulated, updated, adopted and/or disseminated with the support of key stakeholders, such as:</p> <p><u>Human Rights</u></p> <ul style="list-style-type: none"> <li>• Integrative plan intended to address the human rights situation of disadvantaged groups</li> <li>• National/local, sectoral and intersectoral development policies, plans and programmes reflective of the human rights perspective</li> <li>• Philippine Human Rights Plan (PHRP) mainstreamed into informal sector planning, urban poor planning, and planning for other vulnerable sectors</li> </ul> <p><u>Gender</u></p> <ul style="list-style-type: none"> <li>• Mainstreaming of gender and development into informal sector planning, urban poor planning, and planning for other vulnerable sectors</li> <li>• Rights-based approach to gender mainstreaming in local governance</li> </ul> <p><u>Media</u></p> <ul style="list-style-type: none"> <li>• Common framework and agenda to improve access to information</li> </ul>	<p>3.1.1.1 Define and develop project approach and methodology</p> <p>3.1.1.2 Conduct baseline studies (e.g., situation analysis and review of programmes on human rights promotion and protection, gender and development and access to information)</p> <p>3.1.1.3 Establish multi-stakeholder technical working group(s)</p> <p>3.1.1.4 Draft and design framework/agenda</p> <p>3.1.1.5 Conduct consultative workshops for government, civil society and business sector</p> <p>3.1.1.6 Finalize, validate and publish framework /agenda</p>	<p>513,763</p>
	<p>3.1.2 Inter-agency and/or multi-stakeholder groups, committees and/or councils organized and/or strengthened to coordinate and advocate the implementation of reforms on human rights, gender and access to information</p>	<p>3.1.2.1 Define and develop project approach and methodology</p> <p>3.1.2.2 Formulate/conceptualize/ assess organization and modalities of the group, committee or council</p> <p>3.1.2.3 Organize/conduct multi-stakeholder consultative workshops</p> <p>3.1.2.4 Organize, mobilize, and institutionalize group, committee or council</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>3.1.3 CSO/private sector/media coalitions and network mechanisms established, strengthened and/or mobilized to address issues on human rights and gender, and lack of/limited access by the public to information, such as</p> <ul style="list-style-type: none"> <li>▪ Mobilization/more active participation of CSOs in advocating human rights protection and promotion</li> </ul>	<p>3.1.3.1 Conduct review of the capacity and potential for more robust/active CSO/private sector/media coalition and network mechanisms</p> <p>3.1.3.2 Develop strategies to strengthen/intensify CSO/private sector/media coalitions/network mechanisms</p> <p>3.1.3.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media</p> <p>3.1.3.4 Map-out areas for strategic interventions/engagement of CSOs/private sector/media</p> <p>3.1.3.5 Conduct consultation with stakeholders</p> <p>3.1.3.6 Install and implement modalities and strategies</p> <p>3.1.3.7 Evaluate results of interventions</p>	
	<p>3.1.4 CSO-government-private sector/media partnerships on human rights promotion and protection, gender and development, and strengthening access to information established, strengthened and/or institutionalized</p>	<p>3.1.4.1 Conduct review/situation analysis on the participation/engagement of CSOs/private sector/media with the government</p> <p>3.1.4.2 Develop strategies to strengthen/intensify involvement/participation of CSOs/private sector/media</p> <p>3.1.4.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media</p> <p>3.1.4.4 Map-out areas for strategic engagement of CSOs/private sector/media with government</p> <p>3.1.4.5 Conduct consultation with stakeholders</p> <p>3.1.4.6 Install and implement modalities and strategies</p> <p>3.1.4.7 Evaluate results of interventions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>3.1.5 Government-wide, agency-specific and/or issue-based campaigns and/or promotional activities conducted to increase the public awareness on human rights, gender-related issues and measures, and right to information, such as:</p> <p><u>Human Rights</u></p> <ul style="list-style-type: none"> <li>• Popularization of human rights instruments</li> <li>• Dissemination of human rights policies</li> <li>• National recognition and awards granted to HR-friendly LGUs</li> </ul> <p><u>Gender</u></p> <ul style="list-style-type: none"> <li>• Gender policy discussions and workshops/ promotional campaigns</li> </ul> <p><u>Media</u></p> <ul style="list-style-type: none"> <li>• Launching of citizen-press councils</li> </ul>		
	<p>3.1.6 National and local campaigns and/or promotional activities conducted by CSOs/private sector/media to increase public awareness, such as:</p> <p><u>Human Rights</u></p> <ul style="list-style-type: none"> <li>• Popularization of human rights instruments</li> <li>• Educational campaigns to disadvantaged groups on human rights</li> </ul> <p><u>Gender</u></p> <ul style="list-style-type: none"> <li>• Educational campaigns on gender, particularly disadvantaged women</li> </ul> <p><u>Media</u></p> <ul style="list-style-type: none"> <li>• Launching of citizen-press councils</li> </ul>	<p>3.1.6.1 Define project objectives approach, outputs, target audience and methodology</p> <p>3.1.6.2 Determine appropriate intervention to raise awareness/ knowledge and information access of stakeholders and general public</p> <p>3.1.6.3 Develop implementation plan</p> <p>3.1.6.4 Implement campaigns, events reengineering and promotional activities</p> <p>3.1.6.5 Evaluate project implementation</p> <p>3.1.6.6 Document project implementation and outcomes and publish/disseminate reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	3.1.7 Information, education, communication (IEC) materials developed and/or disseminated to the public	3.1.7.1 Define project objectives approach, outputs, target audience and methodology 3.1.7.2 Determine appropriate strategies to raise awareness/ knowledge and information access of stakeholders and general public 3.1.7.3 Develop implementation plan 3.1.7.4 Consult with stakeholders 3.1.7.5 Design/develop and disseminate IEC materials/kits 3.1.7.6 Evaluate and document project implementation and outcomes	
3.2 Human rights (civil, cultural, economic, and social) standards and approaches applied in key governance processes and interventions	3.2.1 Best practices on government initiatives on human rights protection and promotion, gender mainstreaming, and promotion of access to information, documented, promoted, recognized, adopted and or replicated	3.2.1.1 Design project approach and methodology 3.2.1.2 Conduct baseline studies, surveys, or situation reviews to identify best practices on human rights, gender, and access to information programmes and measures 3.2.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions 3.2.1.4 Identify or formulate initiatives and programs to enhance incentives 3.2.1.5 Design implementation plan 3.2.1.6 Consult/advocate with stakeholders 3.2.1.7 Monitor and evaluate adoption and replication of best practices 3.2.1.8 Document and disseminate reports	669,531

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	3.2.2 Best practices on citizenship engagement with government on human rights, gender and development, and media documented, recognized, promoted and/or replicated	3.2.2.1 Design project approach and methodology 3.2.2.2 Conduct baseline studies, surveys, or situation reviews to identify best practices on human rights, gender, and access to information programmes and measures 3.2.2.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions 3.2.2.4 Identify or formulate initiatives and programs to enhance incentives 3.2.2.5 Design implementation plan 3.2.2.6 Consult/advocate with stakeholders 3.2.2.7 Monitor and evaluate adoption and replication of best practices 3.2.2.8 Document and disseminate reports	
	3.2.3 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized and/or enhanced to ensure active participation of CSOs, private sector and media, to address issues on human rights, gender and right to information, such as:  <u>Media</u> • Media-citizen engagement	3.2.3.1 Develop project approach and methodology 3.2.3.2 Formulate systems design and operational plan 3.2.3.3 Consult stakeholders 3.2.3.4 Install and test run 3.2.3.5 Fully implement and institutionalize 3.2.3.6 Evaluate/appraise results of interventions 3.2.3.7 Prepare, submit and disseminate/publish reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>3.2.4 Organization review and/or capacity needs assessment for specific agencies involved in human rights promotion and protection, gender and development, and promotion of right to information completed, disseminated, advocated and/or adopted</p>	<p>3.2.4.1 Develop assessment approach and methodology</p> <p>3.2.4.2 Conduct and validate assessment in target agencies and processes, indicating operational gaps, systems dysfunctions, organizational weaknesses and competency issues, among others</p> <p>3.2.4.3 Prepare report containing findings, analysis and recommendations based on assessment</p> <p>3.2.4.4 Conduct consultations with stakeholders and validate recommendations made</p> <p>3.2.4.5 Fine tune finalize and submit/disseminate reports</p> <p>3.2.4.6 Advocate for the adoption of recommended actions to relevant institutions</p>	
	<p>3.2.5 Reengineering of agencies involved in the promotion and protection of human rights, gender mainstreaming, and access to information through change management processes and the development of institutional mechanisms, such as:</p> <p><u>Human Rights</u></p> <ul style="list-style-type: none"> <li>• Institutional strengthening of the Commission on Human Rights (CHR)</li> <li>• Organizing HR units in all government agencies</li> <li>• Investigation of human rights abuses/cases</li> <li>• Legal/para-legal and other assistance schemes to disadvantaged groups and victims of human rights violations</li> <li>• Harmonization of legislation, regulation and practices with international human rights instruments</li> <li>• HR systems review and assessment</li> </ul>	<p>3.2.5.1 Develop project approach and methodology</p> <p>3.2.5.2 Conduct/validate review of organization/systems/processes in target agencies</p> <p>3.2.5.3 Design strategies to strengthen institutional capacities in strategic areas</p> <p>3.2.5.4 Design implementation plan</p> <p>3.2.5.5 Consult and advocate with stakeholders</p> <p>3.2.5.6 Implement institutional capacity improvement programme</p> <p>3.2.5.7 Evaluate/appraise resulting organization/systems/processes</p> <p>Prepare, submit, and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<ul style="list-style-type: none"> <li>• Independent reporting of HR violations</li> <li>• Establishments of human rights mechanisms, organizations and institutions in CSOs complementing government services</li> </ul> <p><u>Gender</u></p> <ul style="list-style-type: none"> <li>• Database on gender institutions</li> <li>• Management information links across partners on gender analysis</li> </ul> <p><u>Media</u></p> <ul style="list-style-type: none"> <li>• Organizing media resource centers</li> </ul>		
	<p>3.2.6 Capacity building technologies, tools and/or training for government agencies on right to development formulated and utilized/ conducted, such as:</p> <p><u>Human Rights:</u></p> <ul style="list-style-type: none"> <li>• Human rights training extended to judges, lawyers and prosecutors</li> <li>• Training programmes on human rights standards and commitments integrated in budget processes</li> <li>• HR curriculum development</li> <li>• Curriculum of military and police education and training programmes inclusive/reflective of human rights concerns</li> <li>• Familiarization by selected government officials of the rights-based approach (RBA) to development</li> <li>• In-service training for the Barangay Human Rights Action Officers (BRAOs)</li> </ul>	<p>3.2.6.1 Design project approach and methodology</p> <p>3.2.6.2 Determine capacity building technologies and tools and/or training needs</p> <p>3.2.6.3 Develop and design technologies, tools, and/or training materials</p> <p>3.2.6.4 Pilot test and consult with stakeholders</p> <p>3.2.6.5 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>3.2.6.6 Evaluate outcomes of interventions</p> <p>3.2.6.7 Prepare, submit, and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>3.2.7 Capacity building technologies, tools and/or training for CSOs, private sector and media on right to development formulated and utilized/conducted, such as</p> <p><u>Human Rights:</u></p> <ul style="list-style-type: none"> <li>• Human rights education among CSOs</li> </ul> <p><u>Gender</u></p> <ul style="list-style-type: none"> <li>• Technology kit for GAD mainstreaming in local governance</li> <li>• Policy briefs on GAD issues and proposals</li> <li>• Trainers' Training for Gender</li> </ul> <p><u>Media</u></p> <ul style="list-style-type: none"> <li>• Syllabus maximizing use of manual and video on information access</li> <li>• Ethics manual for media institutions</li> <li>• Media literacy workshops for citizens</li> <li>• Seminars on investigative reporting for journalists</li> <li>• Role of media in the realization of human rights</li> </ul>	<p>3.2.7.1 Design project approach and methodology</p> <p>3.2.7.2 Conduct baseline studies and situation review/analysis</p> <p>3.2.7.3 Formulate strategies to strengthen institutional capacities in strategic areas</p> <p>3.2.7.4 Determine capacity building technologies and tools and/or training needs</p> <p>3.2.7.5 Develop and design technologies, tools, and/or training materials</p> <p>3.2.7.6 Pilot test and consult with stakeholders</p> <p>3.2.7.7 Implement capacity building activities</p> <p>3.2.7.8 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>3.2.7.9 Evaluate outcomes of interventions</p> <p>3.2.7.10 Prepare, submit, and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>3.2.8 Performance measurement/audit systems developed, advocated, adopted and/or implemented to monitor and evaluate effectiveness of right to development initiatives, such as:</p> <p><u>Human Rights</u></p> <ul style="list-style-type: none"> <li>• Development of indicators on rights-based initiatives and impact assessment</li> <li>• Progress and impact assessment of rights-based initiatives</li> <li>• Indicators development on economic, social and cultural rights through participatory approaches</li> <li>• Human rights education impact assessment</li> <li>• Monitoring and evaluation of the PHRP</li> <li>• Establishment of indicators and baselines on access to justice by the poor and vulnerable groups</li> <li>• Analysis of citizen's feedback and complaints</li> </ul>	<p>3.2.8.1 Develop project design and methodology</p> <p>3.2.8.2 Conduct review/study of performance measurement/audit systems in the agency</p> <p>3.2.8.3 Develop monitoring and evaluation strategies</p> <p>3.2.8.4 Formulate system design and implementation plan</p> <p>3.2.8.5 Conduct consultations with key stakeholders</p> <p>3.2.8.6 Install and test run</p> <p>3.2.8.7 Fine tune and fully operationalize system</p> <p>3.2.8.8 Appraise outcomes operations</p> <p>3.2.8.9 Prepare, submit, and disseminate/publish performance information</p>	
	<p>3.2.9 Performance reports on right to development initiatives completed, disseminated, advocated to general public and/or adopted by agencies and/or institutions concerned, such as:</p> <p><u>Human Rights</u></p> <ul style="list-style-type: none"> <li>• Report on CHR performance evaluation</li> </ul>	<p>3.2.9.1 Develop project approach and methodology</p> <p>3.2.9.2 Determine/analyze/assess data/information generated from performance measurement/audit system</p> <p>3.2.9.3 Formulate strategies on performance reporting</p> <p>3.2.9.4 Consult and validate with stakeholders</p> <p>3.2.9.5 Process and package performance information/reports</p> <p>3.2.9.6 Disseminate performance information/report</p> <p>3.2.9.7 Generate support for findings/issues/recommendations contained in the support</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
<p>3.3 Adequate baselines and guidelines established in order to ensure strategic interventions to advance the right to development</p>	<p>3.3.1 Legislative and/or administrative measures on the protection and promotion of human rights, gender and development, and access to information drafted, advocated, passed and/or issued in Congress/Executive Branch/Judiciary/Constitutional bodies, such as:</p> <p><u>Human Rights</u></p> <ul style="list-style-type: none"> <li>• CHR enabling law to implement reengineering/reform measures</li> </ul>	<p>3.3.1.1 Develop overall project approach and methodology</p> <p>3.3.1.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations</p> <p>3.3.1.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>3.3.1.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>3.3.1.5 Consult stakeholders and fine tune proposals</p> <p>3.3.1.6 Formulate and implement advocacy strategy</p> <p>3.3.1.7 Evaluate outcome of interventions</p>	<p>323,639</p>
	<p>3.3.2 Policy measures on right to development drafted, reviewed and/or advocated by CSOs, private sector and/or media</p>	<p>3.3.2.1 Develop overall project approach and methodology</p> <p>3.3.2.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations</p> <p>3.3.2.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>3.3.2.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>3.3.2.5 Consult stakeholders and fine tune proposals</p> <p>3.3.2.6 Formulate and implement advocacy strategy</p> <p>3.3.2.7 Evaluate outcome of interventions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US \$)
	<p>3.3.3 Baselines, action research and analytical studies on right to development completed, disseminated and/or advocated, such as:</p> <p><u>Human Rights</u></p> <ul style="list-style-type: none"> <li>• Human rights standards in electoral processes</li> <li>• Human rights cases filed in courts</li> <li>• Inventory and review of national laws and policies in relation to HR</li> <li>• Field research on human rights perceptions and awareness</li> </ul> <p><u>Gender</u></p> <ul style="list-style-type: none"> <li>• Gender mapping (inventory of women CSOs, gender rights advocacy groups, initiatives, resources on women's rights, gender mainstreaming in local governance)</li> </ul>	<p>3.3.3.1 Develop overall project approach and methodology</p> <p>3.3.3.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>3.3.3.3 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops/conference</p> <p>3.3.3.4 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p> <p>3.3.3.5 Advocate for the adoption of recommended actions to relevant institutions</p>	

**ANNUAL INPUT-OUTPUT BUDGET  
 RIGHT TO DEVELOPMENT**

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 Awareness of institutions of the human rights framework and its application to specific areas of activity			
a. Develop project approach and methodology	Subcontracts – Framework	21.01	12,240
b. Formulate/design framework/agenda			
c. Conduct baseline studies	Consultation Workshops - Framework	33.01	4,080
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost - Framework	52.01	1,020
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Framework	53.01	3,060
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.2 Human rights standards and approaches applied in key governance processes and interventions			
a. Develop project approach and methodology	Subcontracts - Standards	21.02	33,660
b. Formulate/design framework/agenda			
c. Conduct baseline studies	Consultation Workshops - Standards	33.02	11,220
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost - Standards	52.02	2,805
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Standards	53.02	8,415
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.3 Adequate baselines and guidelines established in order to ensure strategic interventions across institutions to advance the right to development			
a. Develop project approach and methodology	Subcontracts – Baselines	21.03	15,300
b. Formulate/design framework/agenda			
c. Conduct baseline studies	Consultation Workshops – Baselines	33.03	5,100
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost – Baselines	52.03	1,275
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Baselines	53.03	3,825
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>102,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Awareness of institutions of the human rights framework and its application to specific areas of activity			
a. Develop project approach and methodology	Subcontracts – Framework	21.04	31,978
b. Formulate/design framework/agenda	Consultation Workshops Framework	33.04	10,659
c. Conduct baseline studies	Reporting Cost – Framework	52.04	2,665
d. Formulate and validate reform strategies	Sundries – Framework	53.04	7,994
e. Consult and advocate with stakeholders			
f. Design implementation plan			
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
2.2 Human rights standards and approaches applied in key governance processes and interventions			
a. Develop project approach and methodology	Subcontracts – Standards	21.05	31,978
c. Formulate/design framework/agenda	Consultation Workshops – Standards	33.05	10,659
d. Formulate and validate reform strategies	Reporting Cost – Standards	52.05	2,665
e. Consult and advocate with stakeholders	Sundries – Standards	53.05	7,994
f. Design implementation plan			
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
2.3 Adequate baselines and guidelines established in order to ensure strategic interventions across institutions to advance the right to development			
a. Develop project approach and methodology	Subcontracts – Baselines	21.06	15,989
b. Formulate/design framework/agenda	Consultation Workshops - Baselines	33.06	5,330
c. Conduct baseline studies	Reporting Cost - Baselines	52.06	1,332
d. Formulate and validate reform strategies	Sundries - Baselines	53.06	3,997
e. Consult and advocate with stakeholders			
f. Design implementation plan			
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>133,240</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	6,503
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	510
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.07	2,040
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.07	128
5. Formulate agency capacity building approach and methodology	Equipment - PMO	45.01	1,020
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.07	2,550
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB-TOTAL</b>			<b>12,750</b>
<b>GRAND TOTAL</b>			<b>247,990</b>

**ANNUAL INPUT-OUTPUT BUDGET  
 RIGHT TO DEVELOPMENT**

Year 2003 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 Awareness of institutions of the human rights framework and its application to specific areas of activity			
a. Develop project approach and methodology	Subcontracts – Framework	21.01	29,160
b. Formulate/design framework/agenda	Consultation Workshops - Framework	33.01	9,720
c. Conduct baseline studies			
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost - Framework	52.01	2,430
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Framework	53.01	7,290
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.2 Human rights standards and approaches applied in key governance processes and interventions			
a. Develop project approach and methodology	Subcontracts - Standards	21.02	80,190
b. Formulate/design framework/agenda	Consultation Workshops - Standards	33.02	26,730
c. Conduct baseline studies			
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost - Standards	52.02	6,682
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Standards	53.02	20,048
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.3 Adequate baselines and guidelines established in order to ensure strategic interventions across institutions to advance the right to development			
a. Develop project approach and methodology	Subcontracts – Baselines	21.03	36,450
b. Formulate/design framework/agenda	Consultation Workshops – Baselines	33.03	12,150
c. Conduct baseline studies			
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost – Baselines	52.03	3,038
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Baselines	53.03	9,112
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>243,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Awareness of institutions of the human rights framework and its application to specific areas of activity			
a. Develop project approach and methodology	Subcontracts – Framework	21.04	131,626
b. Formulate/design framework/agenda	Consultation Workshops – Framework	33.04	43,875
c. Conduct baseline studies			
d. Formulate and validate reform strategies	Reporting Cost – Framework	52.04	10,969
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries – Framework	53.04	32,907
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
2.2 Human rights standards and approaches applied in key governance processes and interventions			
a. Develop project approach and methodology	Subcontracts – Standards	21.05	131,626
b. Formulate/design framework/agenda	Consultation Workshops – Standards	33.05	43,875
c. Conduct baseline studies			
d. Formulate and validate reform strategies	Reporting Cost – Standards	52.05	10,969
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries – Standards	53.05	32,907
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
2.3 Adequate baselines and guidelines established in order to ensure strategic interventions across institutions to advance the right to development			
a. Develop project approach and methodology	Subcontracts – Baselines	21.06	65,813
b. Formulate/design framework/agenda	Consultation Workshops - Baselines	33.06	21,938
c. Conduct baseline studies			
d. Formulate and validate reform strategies	Reporting Cost - Baselines	52.06	5,484
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries - Baselines	53.06	16,453
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>548,443</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.06	16,313
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	2,613
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.07	2,531
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.07	281
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.07	6,188
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>28,125</b>
<b>GRAND TOTAL</b>			<b>819,568</b>

## ANNUAL INPUT-OUTPUT BUDGET RIGHT TO DEVELOPMENT

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 Awareness of institutions of the human rights framework and its application to specific areas of activity			
a. Develop project approach and methodology	Subcontracts – Framework	21.01	12,006
b. Formulate/design framework/agenda			
c. Conduct baseline studies	Consultation Workshops - Framework	33.01	4,002
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost - Framework	52.01	1,000
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Framework	53.01	3,002
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
3.2 Human rights standards and approaches applied in key governance processes and interventions			
a. Develop project approach and methodology	Subcontracts - Standards	21.02	33,017
b. Formulate/design framework/agenda			
c. Conduct baseline studies	Consultation Workshops - Standards	33.02	11,006
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost - Standards	52.02	2,751
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Standards	53.02	8,254
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
3.3 Adequate baselines and guidelines established in order to ensure strategic interventions across institutions to advance the right to development			
a. Develop project approach and methodology	Subcontracts – Baselines	21.03	15,008
b. Formulate/design framework/agenda			
c. Conduct baseline studies	Consultation Workshops – Baselines	33.03	5,003
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost – Baselines	52.03	1,250
f. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Baselines	53.03	3,752
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>100,050</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
3.1 Awareness of institutions of the human rights framework and its application to specific areas of activity  a. Develop project approach and methodology b. Formulate/design framework/agenda c. Conduct baseline studies d. Formulate and validate reform strategies e. Consult and advocate with stakeholders f. Design implementation plan g. Install/implement/institutionalize reform h. Monitor/evaluate implementation/intervention outcomes i. Document, publish/disseminate, and replicate	Subcontracts – Framework  Consultation Workshops – Framework  Reporting Cost – Framework  Sundries – Framework	21.04  33.04  52.04  53.04	91,248  30,416  7,604  22,812
3.2 Human rights standards and approaches applied in key governance processes and interventions  a. Develop project approach and methodology b. Formulate/design framework/agenda c. Conduct baseline studies d. Formulate and validate reform strategies e. Consult and advocate with stakeholders f. Design implementation plan g. Install/implement/institutionalize reform h. Monitor/evaluate implementation/intervention outcomes i. Document, publish/disseminate, and replicate	Subcontracts – Standards  Consultation Workshops – Standards  Reporting Cost – Standards  Sundries – Standards	21.05  33.05  52.05  53.05	91,248  30,416  7,604  22,812
3.3 Adequate baselines and guidelines established in order to ensure strategic interventions across institutions to advance the right to development  a. Develop project approach and methodology b. Formulate/design framework/agenda c. Conduct baseline studies d. Formulate and validate reform strategies e. Consult and advocate with stakeholders f. Design implementation plan g. Install/implement/institutionalize reform h. Monitor/evaluate implementation/intervention outcomes i. Document, publish/disseminate, and replicate	Subcontracts – Baselines  Consultation Workshops - Baselines  Reporting Cost - Baselines  Sundries - Baselines	21.06  33.06  52.06  53.06	45,624  15,208  3,802  11,406
<b>SUB-TOTAL</b>			<b>380,200</b>

GOP-UNDP Program Portfolio  
 ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	13,050
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	2,250
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.07	2,025
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.07	225
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.07	4,950
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>22,500</b>
<b>GRAND TOTAL</b>			<b>502,750</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, this Programme on Right to Development will be executed by the Commission on Human Rights (CHR). The choice of the CHR as Executing Agency is based on the need to have a comprehensive and more objective implementation of reform initiatives to promote right to development. Moreover, the CHR has the mandate, strategic competencies and actual engagement in coordinating and championing rights-based development strategies for implementation through collaborative schemes by government agencies and civil society organizations concerned. As Executing Agency, it shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to the following:

- a) Prepare the annual work and financial plans (WFPs), with reference to the Programme Results and Resources Framework (PRRF);
- b) Certify expenditures vis-à-vis the approved WFPs;
- c) Monitor and report on the procurement of inputs and delivery of outputs towards the achievement of outcomes;

- d) Ensure the effective, efficient and timely implementation of activities within the Programme being undertaken by Implementing Agencies; and
- e) Integrate and adopt the Programme's outputs into the overall reform programme of the CHR.

Within the CHR, this Programme on Right to Development will be under the direct oversight of a Programme Manager.

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Right to Development Reform initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.
- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;
- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and
- e) Undertake technical and administrative supervision over the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.
- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing

agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.

- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

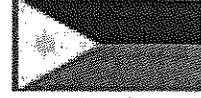
- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.

PHI / 02 / 012

# **Legislative Reform**



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

***PHI / 02 / 012 LEGISLATIVE REFORM:  
ENHANCING INSTITUTIONAL CAPACITIES  
FOR LEGISLATIVE REFORM***

Capable legislatures are crucial in creating an enabling environment for good governance. When legislatures adequately listen and respond to the demands of the electorate in a continuing basis, check the power of the executive through effective oversight, and formulate consistent and coherent laws that uphold human rights, they become valuable instruments in promoting democracy and the rule of law. Critical to the effective performance of the Legislature's mandate is the strong institutional capacity for policy analysis, formulation and oversight. This Programme seeks to support improvements in the institutional capacities of both houses of Congress to ensure rapid and responsive legislation processes, more coherent and consistent laws, and improved operational mechanisms for the participation of civil society organizations and the media.

September 2002

## 1 SITUATION ANALYSIS

Capable legislatures are crucial in creating an enabling environment for good governance. Legislatures are the main forum for communicating the needs of the people and in reaching concrete solutions to persistent challenges such as reducing poverty; improving public services, security and administration of justice; and curbing corruption. When legislatures adequately listen and respond to the demands of the electorate in a continuing basis, check the power of the executive through effective oversight, and formulate consistent and coherent laws that uphold human rights, they become valuable instruments in promoting democracy and the rule of law.

Under the Philippine Constitution, the Legislative Branch is vested with lawmaking powers and other functions in support of its mandate. Inherent to its legislative power are the powers of investigation, taxation, oversight of the Executive Branch including government-owned or controlled corporations, and appropriation of government funds. Aside from these functions, Congress also informs and educates the public on important issues that are of national interest.

In order to be effective, legislative bodies need to be functional, accountable, informed, independent and representative. Various initiatives have already been undertaken by the government to improve the execution of the many functions of the Legislature.

To name a few, the party list system has been institutionalized and implemented in 1998. This represents a change from the previous system where sectoral representatives were appointed by the President and confirmed by Congress. The party list system now provides an improved method for small political parties, and marginalized and underrepresented sectors in obtaining possible representation in the House of Representatives. Twenty percent of the seats in the House of Representatives is reserved for elected national, regional and sectoral parties or organizations.

The Legislative-Executive Development Advisory Council (LEDAC) has likewise been created in 1995 to provide the long-term development direction for the country. It also serves as a venue for members of the Executive and the Legislative Branches, and the private sector to forge a common legislative agenda.

The Congressional Planning and Budget Office (CPBO) has also been established to provide policy advise to the House of Representatives. Both houses of Congress have also started establishing their respective knowledge management systems.

In addition, Congress passed a measure seeking to establish a Legislative Career System in 1998 through a joint resolution. Among others, it aimed to professionalize the Secretariats of both Houses by instituting careerism, and provide comprehensive training through a proposed Legislative Academy. However, this measure has not been pursued.

Many international development partners have provided assistance to capacity-building initiatives in support of the legislature. While these initiatives focused on specific groups and policy issues, they failed to address the systemic concerns and capacity-building efforts required to enhance the effectiveness of the legislature as a key institution for governance.

Like all other organizations, legislatures require effective systems for human resources development, financial management and up-to-date information systems to be truly effective and responsive. The development of research capacities and the management of legislative proposals are also prerequisites of well-functioning legislative bodies. However, legislators often lack the financial, technical and legal resources necessary to develop and initiate legislation. There is also limited civil society engagement in areas where they can provide support to the Legislature. In addition, legislators often lack the political incentive to carry out their oversight responsibilities. Other activities such as policy issues, constituency service or seeking reelection frequently earn more priority.

Clearly, strengthening the Legislature as an institution by addressing systemic and institutional gaps requires the development of capacities for effective and sustained reform measures. This is consistent with the Philippine Governance Portfolio's outcomes 1 and 2, which are directed towards the strengthened capacities of government and civil society for good governance.

## 2 STRATEGY

This Programme seeks to support improvements in the institutional capacities of both houses of Congress towards enhanced performance of their legislative functions. Efforts will be directed towards ensuring rapid and responsive legislation processes, more coherent and consistent laws, and improved operational mechanisms for participation.

Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, the Programme pursues legislative reform through parallel and complementary tracks. It shall work towards strengthening the institutional capacities of the Legislature by conducting an organizational assessment, developing and implementing a capability building programme and reviewing their performance.

- **Conduct of an Organizational Assessment.** The organizational assessment will cover existing capacities, training requirements and collaborative linkages of the Legislature. Specifically, the capacity assessment will examine the effectiveness of existing processes, technology, physical facilities and resources of technical support structures and operating systems in both houses of Congress. This will include committee secretariats, general administration support, public hearing support systems, committee systems and procedures, and common support systems. On the other hand, the training needs assessment will determine the skills requirements of the Legislature and their respective technical secretariats in the areas of policy analysis, formulation and

oversight, advocacy, feed backing, research and data base management in the preparation of comprehensive policies. The assessment will also include the development and utilization of oversight tools such as impeachment, ethics control and independent oversight mechanisms that assist in carrying out the oversight responsibility of the legislature. Likewise, a review of the collaborative linkages and information networking system between the Legislature and its key stakeholders will be conducted.

- **Development of the Capacity Building Programme.** Proposed improvements in the organizational structures, systems, processes, technologies and human resource capacities of the Senate of the Philippines and the House of Representatives will be designed, tested and programmed. A human resources development programme will also be developed to improve competencies in performing the various functions of the Legislature in lawmaking, representation and constituency servicing. Emphasis will be given to the effective performance of oversight functions in ensuring government accountability. Capacities of legislators and committee staff in examining policies, analyzing budgets, evaluating agency programmes, and conducting research and investigation will be enhanced to ensure that proposed legislation reflect government priorities, and respond to the needs and aspirations of the people they represent.
- **Implementation and Performance Review.** Implementation will involve the rollout of proposed reform measures for testing. Upon further evaluation, consultation, refinement and approval by key players, the new programmes and systems shall be put in place.

To complement the internal efforts, this Programme will support the participation of civil society organizations (CSOs) and the media as external participants in the legislative processes. The Programme will build on the extensive membership, networks and skills of CSOs to improve advocacy, supplement research-based information and provide legislative support services. It will also reinforce the role of the media in increasing public awareness, interests and understanding of government programmes and oversight activities. In line with creating a vigilant society, efforts will be directed towards drawing public attention to government inconsistencies and unintended consequences of proposed legislations, findings of investigative reports, and opportunities to engage in policy development and implementation.

In both tracks, the mainstreaming of human rights and gender shall be observed in the capacity development of key partners.

### **3 PROJECT RESULTS AND RESOURCES FRAMEWORK**

<p><b>INTENDED OUTCOME 1</b>                  Strengthened capacity of government institutions that are transparent, accountable, ethical, human-rights- and gender-responsive, effective and efficient in policy formulation, enforcement and adjudication; economic and fiscal management; service delivery; and civil service administration</p>
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Shorter average start-to-finish time for the passing or shelving of bills</li> <li>• Reduced occurrence of policy inconsistencies, based on review of laws by sector or area of concern</li> <li>• Increased satisfaction of CSO and other interest groups in their participation in the legislation process</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.2.1 Institutional capacity of parliamentary structures, systems and processes</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The Legislative-Executive Development Advisory Council (LEDAC) shall partner with other relevant government agencies, including the Congress of the Philippines, as well as with pertinent civil society organizations (CSOs) to build and reinforce their capacity and ensure complementation of efforts and resources in carrying out programme activities towards the accomplishment of the legislative reform objectives.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 012 - ENHANCING INSTITUTIONAL CAPACITIES FOR LEGISLATIVE REFORM</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance	1.1.1 Legislative reform framework and agenda formulated, updated, adopted and/or disseminated with the support of key stakeholders	1.1.1.1 Define and develop project approach and methodology 1.1.1.2 Conduct baseline studies/ situation analysis/review 1.1.1.3 Establish multi-stakeholder technical working group(s) 1.1.1.4 Draft and design framework/agenda and conduct consultative workshops 1.1.1.5 Finalize, validate and publish framework /agenda	68,600

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.2 Plans, policies, structures, systems, mechanisms and resources established and enhanced to effectively address the rights and interests of all, especially the poor and other vulnerable groups	1.2.1 Inter-agency and/or multi-stakeholder groups, committees, and/or councils organized and/or strengthened, to coordinate and advocate the implementation of legislative reforms	1.2.1.1 Define and develop project approach and methodology 1.2.1.2 Formulate/conceptualize organization and modalities of the group, committee or council 1.2.1.3 Organize/conduct multi-stakeholder consultative workshops 1.2.1.4 Organize, mobilize, and institutionalize group, committee or council	137,200
	1.2.2 Government-wide, agency-specific and/or issue-based campaigns and/or promotional activities conducted to increase public awareness on legislative reform efforts	1.2.2.1 Design information and promotional campaign strategies 1.2.2.2 Conduct consultative workshops 1.2.2.3 Implement information and promotion campaign strategies through various modalities 1.2.2.4 Evaluate outcomes of interventions 1.2.2.5 Document and submit reports	
	1.2.3 Legislative and/or administrative measures related to the institutional reform of the Legislative Branch drafted, advocated, passed and/or issued in Congress, Executive Branch and/or Constitutional Bodies	1.2.3.1 Develop overall project approach and methodology 1.2.3.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations 1.2.3.3 Prepare agenda/listing of prospective legislative and administrative measures 1.2.3.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals) 1.2.3.5 Consult stakeholders and fine tune proposals 1.2.3.6 Formulate and implement advocacy strategy 1.2.3.7 Evaluate outcome of interventions	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.4 Baselines, action researches and/or analytical studies on legislative reforms completed, disseminated and/or advocated, such as:</p> <ul style="list-style-type: none"> <li>• Sectoral reviews of laws</li> <li>• Participatory legislative process</li> <li>• Review/analysis of the legislative process</li> </ul>	<p>1.2.4.1 Develop overall project approach and methodology</p> <p>1.2.4.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>1.2.4.3 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops/conference</p> <p>1.2.4.4 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p> <p>1.2.4.5 Advocate for the adoption of recommended actions to relevant institutions</p>	
	<p>1.2.5 Organization review and/or capacity needs assessment for specific agencies involved in legislative reforms completed, disseminated, advocated and/or adopted, such as:</p> <ul style="list-style-type: none"> <li>• Review of existing processes, technology, physical facilities and resources of technical support structures and operating systems</li> <li>• Review of the collaborative linkages and information networking system between the legislative and its key stakeholders</li> </ul>	<p>1.2.5.1 Develop assessment approach and methodology</p> <p>1.2.5.2 Conduct and validate assessment in targeted agencies and processes</p> <p>1.2.5.3 Prepare report containing finding, analysis and recommendations based on the assessment</p> <p>1.2.5.4 Conduct consultations with stakeholders and validate recommendations made</p> <p>1.2.5.5 Fine tune, finalize, and submit/disseminate reports</p> <p>1.2.5.6 Advocate for the adoption of recommended actions to relevant institutions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	1.2.6 Reengineering of legislative bodies/agencies implemented through change management processes and development of institutional mechanisms to enhance legislative reform initiatives, such as: <ul style="list-style-type: none"> <li>• Implementation of a comprehensive institutional capacity development programme in Congress</li> </ul>	1.2.6.1 Develop project approach and methodology 1.2.6.2 Conduct/validate review on organization/systems/processes in target agencies 1.2.6.3 Design strategies to strengthen institutional capacities in strategic areas 1.2.6.4 Design implementation plan 1.2.6.5 Consult and advocate with stakeholders 1.2.6.6 Implement institutional capacity improvement program 1.2.6.7 Evaluate/appraise resulting organization/systems/processes 1.2.6.8 Prepare, submit, and disseminate/ publish reports	
	1.2.7 Capacity building technologies, tools and/or training for government agencies on instituting legislative reform measures developed and utilized/conducted, such as: <ul style="list-style-type: none"> <li>• Training modules/ programmes examining policies, analyzing budgets, monitoring and evaluating agency programmes, conducting research and investigation, and information management</li> </ul>	1.2.7.1 Design project approach and methodology 1.2.7.2 Determine capacity building technologies and tools and/or training needs 1.2.7.3 Develop and design technologies, tools, and/or training materials 1.2.7.4 Pilot test and consult with stakeholders 1.2.7.5 Replicate and disseminate technologies and tools and/or implement/institutionalize training 1.2.7.6 Evaluate outcomes of interventions 1.2.7.7 Prepare, submit, and disseminate/publish reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide</p>	<p>1.3.1 Best practices on government legislative reform initiatives documented, promoted, recognized, disseminated, adopted and/or replicated</p>	<p>1.3.1.1 Design project approach and methodology</p> <p>1.3.1.2 Conduct review/survey of legislative reform programmes and measures</p> <p>1.3.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions</p> <p>1.3.1.4 Identify or formulate initiatives and programmes to enhance incentives for the adoption and replication of best practices</p> <p>1.3.1.5 Design implementation plan</p> <p>1.3.1.6 Consult/advocate with stakeholders</p> <p>1.3.1.7 Monitor, evaluate and document adoption and replication of best practices</p>	<p>85,750</p>
<p>1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level</p>	<p>1.4.1 Performance measurement/audit systems developed, advocated, adopted and/or implemented to monitor and evaluate effectiveness of legislative reform initiatives, such as:</p> <ul style="list-style-type: none"> <li>• Public perception survey</li> </ul>	<p>1.4.1.1 Develop project design and methodology</p> <p>1.4.1.2 Conduct review/study of performance measurement/audit systems in the agency</p> <p>1.4.1.3 Develop monitoring and evaluation strategies</p> <p>1.4.1.4 Formulate system design and implementation plan</p> <p>1.4.1.5 Conduct consultations with key stakeholders</p> <p>1.4.1.6 Install and test run</p> <p>1.4.1.7 Fine tune and fully operationalize system</p> <p>1.4.1.8 Appraise outcomes operations</p> <p>1.4.1.9 Prepare, submit, and disseminate/publish performance information</p>	<p>51,450</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	1.4.2 Performance reports on legislative reform initiatives completed, disseminated, advocated to the general public and/or institutions concerned	1.4.2.1 Develop project approach and methodology 1.4.2.2 Determine/analyze/assess data/information generated from performance measurement/audit system 1.4.2.3 Formulate strategies on performance reporting 1.4.2.4 Consult and validate with stakeholders 1.4.2.5 Process and package performance information/reports 1.4.2.6 Disseminate performance information/report 1.4.2.7 Generate support for findings/issues/recommendations contained in the support	

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 2</b>                  Strengthened capacity of organized, responsible, accountable and transparent civil society organizations, media and private sector groups to effectively engage with government and actively exercise their rights and citizenship role to promote good governance</p>
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Shorter average start-to-finish time for the passing or shelving of bills</li> <li>• Reduced occurrence of policy inconsistencies, based on review of laws by sector or area of concern</li> <li>• Increased satisfaction of CSO and other interest groups in their participation in the legislation process</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.3.3 Partnerships between authorities and civil society organizations</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The civil society organizations shall partner with relevant government agencies like the Legislative-Executive Development Advisory Council (LEDAC) and the Congress of the Philippines to build and reinforce their capacity and ensure complementation of efforts and resources in carrying out programme activities towards the accomplishment of the legislative reform objectives.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 012 - ENHANCING INSTITUTIONAL CAPACITIES FOR LEGISLATIVE REFORM</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.1 Networks and broad constituencies mobilized within and/or among the sectors to push for governance reforms	2.1.1 CSO/private sector/media coalitions and network mechanisms established, strengthened and/or mobilized to advocate for legislative reforms	2.1.1.1 Conduct review of the capacity and potential for more robust/active CSO/private sector/media coalition and network mechanisms  2.1.1.2 Develop strategies to strengthen/intensify CSO/private sector/media coalitions and network mechanisms  2.1.1.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media	14,700

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
		2.1.1.4 Map-out areas for strategic interventions/engagement of CSOs/private sector/media  2.1.1.5 Conduct consultation with stakeholders  2.1.1.6 Install and implement modalities and strategies  2.1.1.7 Evaluate results of interventions	
	2.1.2 CSO-government-private sector/media partnerships on legislative reforms established, strengthened and/or institutionalized	2.1.2.1 Conduct review/situation analysis on the participation/engagement of CSOs/private sector/media with the government  2.1.2.2 Develop strategies to strengthen/intensify involvement/participation of CSOs/ private sector/media  2.1.2.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/ private sector/media  2.1.2.4 Map-out areas for strategic engagement of CSOs/private sector/ media with government  2.1.2.5 Conduct consultation with stakeholders  2.1.2.6 Install and implement modalities and strategies  2.1.2.7 Evaluate results of interventions	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>2.2 Active participation/ engagement pursued in various aspects of governance processes and levels</p>	<p>2.2.1 Legislative reform policy measures drafted, reviewed and/or advocated by CSOs, private sector and/or the media</p>	<p>2.2.1.1 Develop overall project approach and methodology</p> <p>2.2.1.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations</p> <p>2.2.1.3 Prepare agenda/listing of prospective legislative and administrative measures</p> <p>2.2.1.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)</p> <p>2.2.1.5 Consult stakeholders and fine tune proposals</p> <p>2.2.1.6 Formulate and implement advocacy strategy</p> <p>2.2.1.7 Evaluate outcome of interventions</p>	<p>73,500</p>
	<p>2.2.2 Baselines, action researches and/or analytical studies on legislative reform issues completed, disseminated and/or advocated by CSOs, private sector and/or the media</p> <ul style="list-style-type: none"> <li>• Participation of CSOs and other interest groups in the legislative processes</li> </ul>	<p>2.2.2.1 Develop overall project approach and methodology</p> <p>2.2.2.2 Consult with stakeholders to map out strategic areas for research/study</p> <p>2.2.2.3 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>2.2.2.4 Present and validate outputs of baselines, action research and analytical studies through multi-stakeholder consultative workshops</p> <p>2.2.2.5 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	2.2.3 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized and/or enhanced to ensure active participation of CSOs, private sector and/or media in legislative reform initiatives, such as: <ul style="list-style-type: none"> <li>• Client satisfaction feedback</li> <li>• Public access to information</li> </ul>	2.2.3.1 Develop project approach and methodology 2.2.3.2 Formulate systems design and operational plan 2.2.3.3 Consult stakeholders 2.2.3.4 Install and test run 2.2.3.5 Fully implement/institutionalize 2.2.3.6 Evaluate/appraise results of interventions 2.2.3.7 Prepare, submit and disseminate/publish reports	
2.3 Awareness, skills, knowledge and information access on governance policies, structures and process enhanced	2.3.1 National and local campaigns and/or promotional activities conducted by CSOs/private sector/media to increase public awareness on legislative reform initiatives	2.3.1.1 Define project objectives approach, outputs, target audience and methodology 2.3.1.2 Determine appropriate intervention to raise awareness/ knowledge and information access of stakeholders and general public 2.3.1.3 Develop implementation plan 2.3.1.4 Implement campaigns, events reengineering and promotional activities 2.3.1.5 Evaluate project implementation 2.3.1.6 Document project implementation and outcomes and publish/disseminate reports	58,800

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	2.3.2 Information, education and communication (IEC) materials developed and/or disseminated to the general public to increase awareness and solicit their support for legislative reforms	2.3.2.1 Define project objectives approach, outputs, target audience and methodology  2.3.2.2 Determine appropriate strategies to raise awareness/ knowledge and information access of stakeholders and general public  2.3.2.3 Develop implementation plan  2.3.2.4 Consult with stakeholders  2.3.2.5 Design/develop and disseminate IEC materials/kits  2.3.2.6 Evaluate and document project implementation and outcomes	
	2.3.3 Capacity building technologies, tools and/or training for CSOs, private sector and media on legislative reforms developed and utilized/conducted, such as:  • Capacity building on advocacy, research and legislative support services	2.3.3.1 Design project approach and methodology  2.3.3.2 Conduct baseline studies and situation review/analysis  2.3.3.3 Formulate strategies to strengthen institutional capacities in strategic areas  2.3.3.4 Determine capacity building technologies and tools and/or training needs  2.3.3.5 Develop and design technologies, tools, and/or training materials  2.3.3.6 Pilot test and consult with stakeholders  2.3.3.7 Implement capacity building activities  2.3.3.8 Replicate and disseminate technologies and tools and/or implement/institutionalize training  2.3.3.9 Evaluate outcomes of interventions  2.3.3.10 Prepare, submit, and disseminate/publish reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated	2.4.1 Best practices on citizenship engagement with the government on legislative reform initiatives documented, recognized, promoted and/or replicated	2.4.1.1 Design project approach and methodology 2.4.1.2 Conduct baseline studies, surveys, or situation reviews to identify best practices 2.4.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in local institutions 2.4.1.4 Identify or formulate initiatives and programs to enhance incentives 2.4.1.5 Design implementation plan 2.4.1.6 Consult/advocate with stakeholders 2.4.1.7 Monitor and evaluate adoption and replication of best practices 2.4.1.8 Document and disseminate reports	

**ANNUAL INPUT-OUTPUT BUDGET  
 LEGISLATIVE REFORM**

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	5,880
b. Conduct baseline studies	Consultation Workshops – Agenda	33.01	1,960
c. Formulate/design framework/agenda	Reporting Cost – Agenda	52.01	490
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Sundries – Agenda	53.01	1,470
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	11,760
b. Conduct baseline studies	Consultation Workshops - Systems	33.02	3,920
c. Formulate and validate reform strategies	Reporting Cost - Systems	52.02	980
d. Consult and advocate with stakeholders			
e. Design implementation plan	Sundries – Systems	53.02	2,940
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	7,350
b. Conduct baseline studies	Consultation Workshops – Best Practices	33.03	2,450
c. Formulate and validate reform strategies	Reporting Cost – Best Practices	52.03	613
d. Consult and advocate with stakeholders			
e. Design implementation plan	Sundries – Best Practices	53.03	1,838
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	4,410
b. Conduct baseline studies	Consultation Workshops – Performance Management	33.04	1,470
c. Formulate and validate reform strategies	Reporting Cost-Performance Management	52.04	368
d. Consult and advocate with stakeholders			
e. Design implementation plan	Sundries – Performance Management	53.04	1,103
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes			
h. Document, publish/disseminate, and replicate			

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>SUB-TOTAL</b>			<b>49,000</b>
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	1,260
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	420
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Network and Broad Constituencies	52.05	105
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Network and Broad Constituencies	53.05	315
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	6,300
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	2,100
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Active Participation	52.06	525
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Active Participation	53.06	1,575
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	5,040
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	1,680
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	420
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	1,260
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	0
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	0
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	0
g. Install/implement/institutionalize reform	Sundries – Best Practices	53.08	0
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>SUB-TOTAL</b>			<b>21,000</b>
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	1,913
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	150
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.09	600
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.09	38
5. Formulate agency capacity building approach and methodology	Equipment – PMO	45.01	300
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.09	750
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB-TOTAL</b>			<b>3,750</b>
<b>GRAND TOTAL</b>			<b>73,750</b>

## ANNUAL INPUT-OUTPUT BUDGET LEGISLATIVE REFORM

Year 2003 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	18,480
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	6,160
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	1,540
	Sundries – Agenda	53.01	4,620
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	36,960
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	12,320
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	3,080
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	9,240
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	23,100
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	7,700
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	1,925
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	5,775
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	13,860
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	4,620
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	1,155
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	3,465
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>154,000</b>



**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	5,438
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	938
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	844
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	94
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	2,063
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
	<b>SUB-TOTAL</b>		<b>9,375</b>
	<b>GRAND TOTAL</b>		<b>229,375</b>

**ANNUAL INPUT-OUTPUT BUDGET  
 LEGISLATIVE REFORM**

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	16,800
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	5,600
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	1,400
	Sundries – Agenda	53.01	4,200
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	33,600
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	11,200
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	2,800
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	8,400
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	21,000
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	7,000
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	1,750
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	5,250
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	12,600
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	4,200
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost-Performance Management	52.04	1,050
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Performance Management	53.04	3,150

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>SUB-TOTAL</b>			<b>140,000</b>
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
<p>2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms</p> <p>a. Develop project approach and methodology  b. Conduct baseline studies  c. Formulate and validate reform strategies  d. Consult and advocate with stakeholders  e. Design implementation plan  g. Install/implement/institutionalize reform  h. Monitor/evaluate implementation/intervention outcomes  i. Document, publish/disseminate, and replicate</p>	<p>Subcontracts – Network and Broad Constituencies</p> <p>Consultation Workshops – Network and Broad Constituencies</p> <p>Reporting Cost – Network and Broad Constituencies</p> <p>Sundries – Network and Broad Constituencies</p>	<p>21.05</p> <p>33.05</p> <p>52.05</p> <p>53.05</p>	<p>3,600</p> <p>1,200</p> <p>300</p> <p>900</p>
<p>2.2 Active participation/engagement pursued in various aspects of governance processes and levels</p> <p>a. Develop project approach and methodology  b. Conduct baseline studies  c. Formulate and validate reform strategies  d. Consult and advocate with stakeholders  e. Design implementation plan  g. Install/implement/institutionalize reform  h. Monitor/evaluate implementation/intervention outcomes  i. Document, publish/disseminate, and replicate</p>	<p>Subcontracts – Active Participation</p> <p>Consultation Workshops – Active Participation</p> <p>Reporting Cost – Active Participation</p> <p>Sundries – Active Participation</p>	<p>21.06</p> <p>33.06</p> <p>52.06</p> <p>53.06</p>	<p>18,000</p> <p>6,000</p> <p>1,500</p> <p>4,500</p>
<p>2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced</p> <p>a. Develop project approach and methodology  b. Conduct baseline studies  c. Formulate and validate reform strategies  d. Consult and advocate with stakeholders  e. Design implementation plan  g. Install/implement/institutionalize reform  h. Monitor/evaluate implementation/intervention outcomes  i. Document, publish/disseminate, and replicate</p>	<p>Subcontracts – Awareness, Skills, Knowledge and Information</p> <p>Consultation Workshops - Awareness, Skills, Knowledge and Information</p> <p>Reporting Cost - Awareness, Skills, Knowledge and Information</p> <p>Sundries - Awareness, Skills, Knowledge and Information</p>	<p>21.07</p> <p>33.07</p> <p>52.07</p> <p>53.07</p>	<p>14,400</p> <p>4,800</p> <p>1,200</p> <p>3,600</p>
<p>2.4 Best practices on citizenship documented, recognized, promoted and/or replicated</p> <p>a. Develop project approach and methodology  b. Conduct baseline studies  c. Formulate and validate reform strategies  d. Consult and advocate with stakeholders  e. Design implementation plan  g. Install/implement/institutionalize reform  h. Monitor/evaluate implementation/intervention outcomes  i. Document, publish/disseminate, and replicate</p>	<p>Subcontracts – Best Practices</p> <p>Consultation Workshops – Best Practices</p> <p>Reporting Cost – Best Practices</p> <p>Sundries – Best Practices</p>	<p>21.08</p> <p>33.08</p> <p>52.08</p> <p>53.08</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>SUB-TOTAL</b>			<b>60,000</b>
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	5,438
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	938
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	844
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	94
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	2,063
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>9,375</b>
<b>GRAND TOTAL</b>			<b>209,375</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, the Legislative-Executive Development Council (LEDAC) as the Executing Agency will execute this Programme on Legislative Reform. The choice of LEDAC as Executing Agency is based on the need to have a more objective and technical approach in reforming legislative institutions, systems and processes. The LEDAC, which serves as a venue for members of the executive and the legislative branches, and the private sector to forge a common legislative agenda, is strategically positioned to coordinate the Programme activities for implementation by government agencies and civil society organizations. As Executing Agency, the LEDAC shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to the following:

- a) Prepare the annual work and financial plans (WFPs), with reference to the Programme Results and Resources Framework (PRRF);
- b) Certify expenditures vis-à-vis the approved WFPs;
- c) Monitor and report on the procurement of inputs and delivery of outputs towards the achievement of outcomes;

- d) Ensure the effective, efficient and timely implementation of activities within the Programme being undertaken by Implementing Agencies; and
- e) Integrate and adopt the Programme's outputs into the overall reform programme of the LEDAC.

Within the LEDAC, this Programme on Legislative Reform will be under the direct oversight of a Programme Manager (PM).

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Legislative Reform initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.
- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;
- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and
- e) Undertake technical and administrative supervision over the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.

- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.
- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.

PHI / 02 / 013

# **Globalization & Corporate Citizenship**



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

***PHI / 02 / 013 GLOBALIZATION  
AND CORPORATE CITIZENSHIP:  
STRENGTHENING INSTITUTIONAL CAPACITIES  
TO MANAGE THE IMPACT OF GLOBALIZATION  
AND PROMOTE CORPORATE CITIZENSHIP***

The stakes on globalization are high, considering its impact on the overall national development. Reforms that recognize the needs unique to each sovereign country must be identified and instituted to ensure that progress in poverty reduction and human development are sustainable. Clearly, good governance sits in the center of making globalization work for all, particularly for the most vulnerable. This Programme aims to enhance state, civil society and private sector understanding of globalization in its various dimensions, and increase collaboration among them to maximize the opportunities and minimize the potentially harmful effects of globalization. Similarly, knowledge and strategies towards enhanced corporate citizenship will be developed to promote transparency, accountability and social compliance in the private sector. Studies, dialogues and advocacy campaign efforts will work towards building a wider constituency in support of the proposed strategies, and will be conducted simultaneously with various capacity and systems development interventions at all levels.

September 2002

## 1 SITUATION ANALYSIS

Globalization has profound implications on governance. Changes in the world's economic, political and social systems have brought unprecedented improvements in human development. But accompanying these changes are new uncertainties in providing a secure and stable domestic environment, particularly for the increasing number of marginalized groups.

At the macro level, the Philippines' agricultural and manufacturing sectors have deteriorated. The country's Gross Domestic Product has reflected a declining share of the agricultural sector from 24.6 % in 1985 to 20 % in 1999. Along with this, the deficit in agricultural trade has soared from US\$149.59 million in 1995 to US\$ 764.23 million in 1997. Trade reforms have also not led to robust growth rates in the manufacturing sector. Contributions of manufactured goods, other than electronics, on total export earnings have likewise declined.

Liberalizing the economy, without due regard to the readiness and level of development of local industries, has indeed extracted a huge cost on the populace. Philippine corporations are considered key players in generating employment, and in providing improved access to quality and reasonably priced goods and services. The Medium-Term Philippine Development Plan (2001-2004) has emphasized the role of the private sector in meeting the challenges of globalization, in enhancing fair competition and in complementing poverty reduction strategies of the State and civil society. However, it faces basic problems such as high capital costs, expensive and inadequate infrastructures, lack of credit facility and other support institutions, bureaucratic red tape and corruption, limited inter-industry linkages, and other institutional obstacles.

Given the impact of globalization, the state, private sector and civil society have tried to grapple with maximizing its advantages and managing its potentially harmful effects. But there is a growing recognition of the need for more studies, dialogues and venues that would enable all sectors to gain fresh perspectives on globalization. Leveling off on the varied understanding of and positions toward globalization could lead to a more inclusive synthesis, and effective responses, strategies and alternatives that address the gaps. Moreover, efforts must be made in promoting corporate governance and corporate citizenship. Enhancing transparency and accountability in the private sector, and implementing the Global Compact's social compliance standards in human rights, labor and environment will enable corporations to be globally competitive and attractive to international investments.

Clearly, enhancing the level of awareness and consensus among different constituencies on globalization and corporate citizenship would require the development of capacities for effective and sustained reform initiatives. This is consistent with the Philippine Governance Portfolio's Outcomes 2 and 4, which are directed towards the strengthened capacities of government, civil society, private sector, and the media to manage globalization, and to exercise their citizenship role to promote good governance.

## 2 STRATEGY

The Globalization and Corporate Citizenship Programme envisions a free, vibrant and progressive Philippine economy that is based on solid and sustainable industry and agriculture, and able to provide meaningful jobs and decent incomes for all. Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, this programme pursues globalization and corporate citizenship through parallel and complementary tracks. On one hand, it shall work towards strengthening the capacities of key government institutions at the national and local levels to manage globalization consistent with the national anti-poverty strategies and poverty reduction goals. At the same time, it shall also support civil society organizations, media and the private sector to effectively engage with government in the areas of globalization and corporate citizenship. In both tracks, the mainstreaming of human rights and gender shall be observed in the capacity development of key partners.

Consistent with the above-cited objectives, the following strategies have been identified:

- **Building of basic understanding across sectors of the different dimensions of globalization and corporate citizenship.** Knowledge and understanding of all sectors will be intensified on the positive and negative impacts of globalization in the political, economic and social systems. Efforts will also be made to increase the level of awareness of constituencies and stakeholders regarding the benefits of corporate citizenship in enhancing business competitiveness.
- **Development of capacities of all sectors to manage globalization and promote corporate citizenship.** The programme will equip stakeholders with enhanced capacities to engage, intervene, respond, promote, educate, advocate, monitor and provide technical assistance relative to globalization and corporate citizenship. It will also provide the key players with the necessary skills to develop effective reform strategies that ensure a secure and stable domestic environment, particularly for the most vulnerable.
- **Development of policy agenda, codes of conduct and other relevant instruments, and creating mechanisms and networks for cooperative actions to support the goals of good governance.** A national development agenda, reflecting the strategic issues and key interventions on globalization and corporate citizenship agreed upon by all stakeholders, will be established. Aside from this, enabling laws, monitoring and evaluation tools for standards compliance, and coordinating mechanisms for constructive engagement and increased collaboration among the various societal actors will be built to capitalize on the opportunities presented by globalization and to mitigate its adverse effects.

- **Rethinking of corporate citizenship and governance by enhancing social responsibility of Philippine corporations.** The promotion of corporate citizenship principles and practices is necessary to achieve equitable social and economic development. This programme seeks to promote the Global Compact Initiative by working with corporations in translating commitments to equitable labor standards, respect for human rights and the protection of the environment into concrete management practices.

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

**INTENDED OUTCOME 4**  
 Strengthened national and local capacities including civil society organizations, media, and private sector to manage globalization consistent with national anti-poverty strategies and poverty reduction goals

**OUTCOME INDICATORS**

Globalization

- Enhanced level of awareness of constituencies and stakeholders on the various dimensions of globalization
- Consensus reached on key issues and interventions for improving governance
- Equipped stakeholders with enhanced skills and knowledge to manage globalization

Corporate Citizenship

- Consensus reached on key issues and interventions for corporate social responsibility
- Equipped stakeholders with enhanced skills and knowledge on corporate citizenship
- Increased number of best practices on corporate citizenship generated, advocated and replicated

**APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):**  
 SAS 1.1.1 Management of globalization to support the poor

**PARTNERSHIP STRATEGY**

Globalization

The National Economic and Development Authority (NEDA) shall partner with other relevant government agencies like the Department of Trade and Industry (DTI), Department of Agriculture (DA), Department of Agrarian Reform (DAR), Department of Science and Technology (DOST), Department of Interior and Local Government (DILG), Department of Finance (DOF) and Department of Health (DOH), the local government units (LGUs), the Leagues, and pertinent civil society organizations (CSOs) to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities towards the management of globalization.

Corporate Citizenship

The CSOs shall partner with relevant government agencies like the NEDA, DTI, DAR, DOST, DILG, DOF and DOH, the LGUs, and the Leagues to build and reinforce their capacity, and ensure complementation of efforts and resources in carrying out programme activities towards the promotion of corporate citizenship.

**PROJECT TITLE AND NUMBER**

PHI / 02 / 13 - STRENGTHENING INSTITUTIONAL CAPACITIES TO MANAGE THE IMPACT OF GLOBALIZATION AND PROMOTE CORPORATE CITIZENSHIP

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
4.1 Interventions undertaken to enhance level of awareness and consensus among constituencies and stakeholders on globalization issues, causes and measures for improving governance	4.1.1 Framework/agenda on managing globalization formulated, updated, adopted and/or disseminated with the support of key stakeholders such as:	4.1.1.1 Define and develop project approach and methodology 4.1.1.2 Conduct baseline studies/ situation analysis/review	118,000

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
	<p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>National development strategy on globalization focusing on the establishment of readiness through appropriate adjustment programmes and policies</li> <li>Multi-year national agenda for building capabilities of stakeholders to manage globalization</li> </ul> <p><u>Corporate Citizenship</u></p> <ul style="list-style-type: none"> <li>Common agenda on strategic issues and concerns related to corporate citizenship</li> </ul>	<p>4.1.1.3 Establish multi-stakeholder technical working group(s)</p> <p>4.1.1.4 Draft and design framework/agenda</p> <p>4.1.1.5 Conduct consultative workshops for government, civil society and business sector</p> <p>4.1.1.6 Finalize, validate and publish framework /agenda</p>	
	<p>4.1.2 Inter-agency and/or multi-stakeholder groups, committees and/or councils organized and/or strengthened to coordinate and advocate the implementation of reforms to manage the impact of globalization and promote corporate citizenship, such as:</p> <p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>Establishment of technical working groups (TWGs) in key/relevant agencies/institutions</li> </ul>	<p>4.1.2.1 Define and develop project approach and methodology</p> <p>4.1.2.2 Formulate/conceptualize/ assess organization and modalities of the group, committee or council</p> <p>4.1.2.3 Organize/conduct multi-stakeholder consultative workshops</p> <p>4.1.2.4 Organize, mobilize, and institutionalize group, committee or council</p>	
	<p>4.1.3 CSO/private sector/media coalitions and network mechanisms established, strengthened and/or mobilized to address the impact of globalization and issues on corporate citizenship, such as:</p> <p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>Alliances/links with relevant global, international and regional agencies and institutions on fair trade, transparency, technology and resources, peoples' forum, etc.</li> </ul>	<p>4.1.3.1 Conduct review of the capacity and potential for more robust/active CSO/private sector coalition and network mechanisms</p> <p>4.1.3.2 Develop strategies to strengthen/intensify CSO/private sector/media coalitions/network mechanisms and engagement</p> <p>4.1.3.3 Formulate/conceptualize/ implement organization, strengthening and mobilization modalities for the CSOs/private/media sector</p> <p>4.1.3.4 Map-out areas for strategic interventions/engagement of CSOs/private sector/media</p> <p>4.1.3.5 Conduct consultations with stakeholders</p> <p>4.1.3.6 Install and implement modalities and strategies</p> <p>4.1.3.7 Evaluate results of interventions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
	<p>4.1.4 CSO-government-private sector/media partnerships on globalization and corporate citizenship established, strengthened and/or institutionalized</p>	<p>4.1.4.1 Conduct review/situation analysis on the participation/engagement of CSOs/private sector/media with the government</p> <p>4.1.4.2 Develop strategies to strengthen/intensify involvement/participation of CSOs/private sector/media</p> <p>4.1.4.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media</p> <p>4.1.4.4 Map-out areas for strategic engagement of CSOs/private sector/media with government</p> <p>4.1.4.5 Conduct consultation with stakeholders</p> <p>4.1.4.6 Install and implement modalities and strategies</p> <p>4.1.4.7 Evaluate results of interventions</p>	
	<p>4.1.5 Government wide, agency-specific and/or issue-based campaigns and/or promotional activities conducted to increase the public awareness on the impact of globalization and the significance of corporate citizenship</p>	<p>4.1.5.1 Design information and promotional campaign strategies</p> <p>4.1.5.2 Conduct consultative workshops</p> <p>4.1.5.3 Implement information and promotion campaign strategies through various modalities</p> <p>4.1.5.4 Evaluate outcomes of interventions</p> <p>4.1.5.5 Document and submit reports</p>	
	<p>4.1.6 National and local campaigns and/or promotional activities conducted by CSOs/private sector/media to increase public awareness on issues and measures pertaining to managing globalization and promoting corporate citizenship, such as:</p>	<p>4.1.6.1 Define project objectives approach, outputs, target audience and methodology</p> <p>4.1.6.2 Determine appropriate intervention to raise awareness/knowledge and information access of stakeholders and general public</p> <p>4.1.6.3 Develop implementation plan</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
	<p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>• Campaigns leading to full and proper implementation of laws (e.g., safety net laws intended to cushion the possible ill-effects of trade liberalization)</li> <li>• Discussion groups on globalization issues related to trade, agriculture, industry, ICT, and environment</li> <li>• Social mobilization for promotional activities on globalization</li> </ul> <p><u>Corporate Citizenship</u></p> <ul style="list-style-type: none"> <li>• Awareness raising seminars on the Global Compact and global standards on labor, human rights, environmental compliance</li> <li>• Workshop on social screens and investment trends</li> </ul>	<p>4.1.6.4 Implement campaigns, events reengineering and promotional activities</p> <p>4.1.6.5 Evaluate project implementation</p> <p>4.1.6.6 Document project implementation and outcomes and publish/disseminate reports</p>	
	<p>4.1.7 Information, education and communication (IEC) materials developed and/or disseminated to the general public to increase awareness and solicit their support for managing globalization and promoting corporate citizenship efforts, such as:</p> <p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>• Globalization watch journals and bulletins</li> </ul> <p><u>Corporate Citizenship</u></p> <ul style="list-style-type: none"> <li>• Publications and newsletters on corporate citizenship</li> </ul>	<p>4.1.7.1 Define project objectives approach, outputs, target audience and methodology</p> <p>4.1.7.2 Determine appropriate strategies to raise the public's awareness/knowledge and access to information</p> <p>4.1.7.3 Develop implementation plan</p> <p>4.1.7.4 Consult with stakeholders</p> <p>4.1.7.5 Design/develop and disseminate IEC materials/kits</p> <p>4.1.7.6 Evaluate and document project implementation and outcomes</p>	
<p>4.2 Capability building undertaken to equip and/or enhance skills and knowledge of stakeholders to manage globalization</p>	<p>4.2.1 Best practices on government initiatives on globalization and corporate citizenship documented, promoted, recognized, adopted and/or duplicated</p>	<p>4.2.1.1 Design project approach and methodology</p> <p>4.2.1.2 Conduct baseline studies, surveys, or situation reviews to identify best practices</p> <p>4.2.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in electoral and political reforms</p>	<p>177,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
		4.2.1.4 Identify or formulate initiatives and programmes to enhance incentives 4.2.1.5 Design implementation plan and consult/advocate with stakeholders 4.2.1.6 Monitor/evaluate adoption and replication of best practices 4.2.1.7 Document and disseminate	
	4.2.2 Legislative and/or administrative measures on globalization and corporate citizenship drafted, advocated, passed and/or issued in Congress/Executive Branch/Constitutional bodies	4.2.2.1 Develop overall project approach and methodology 4.2.2.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations 4.2.2.3 Prepare agenda/listing of prospective legislative and administrative measures 4.2.2.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals) 4.2.2.5 Consult stakeholders and fine tune proposals 4.2.2.6 Formulate and implement advocacy strategy 4.2.2.7 Evaluate outcome of interventions	
	4.2.5 Baselines, action researches and/or analytical studies on globalization and corporate citizenship completed, disseminated and/or advocated, such as:  <u>Globalization</u> <ul style="list-style-type: none"> <li>• Multi-sectoral assessment of the economic, social and environmental impact of the different agreements and policies related to globalization</li> <li>• Review of past and current</li> <li>• safety net measures and</li> <li>• programmes and alternatives</li> <li>• Comparative studies across sectors, industries and areas or regions to draw up lessons and alternatives</li> </ul>	4.2.5.1 Develop overall project approach and methodology 4.2.5.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations 4.2.5.3 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops/conference 4.2.5.4 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
	<ul style="list-style-type: none"> <li>• Studies on the impact, opportunities and challenges of globalization in the realization of human rights</li> </ul> <p><u>Corporate Citizenship</u></p> <ul style="list-style-type: none"> <li>• Baseline survey on corporate compliance with global compact values</li> <li>• Research-studies on corporate monitoring tools, development of industry codes, local corporate compliance with global social standards, fair labor practices, consumers' advocacy, fair trade, etc.</li> </ul>	4.2.5.5 Advocate for the adoption of recommended actions to relevant institutions	
	4.2.6 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized and/or enhanced to ensure active participation of CSOs, private sector and media to address reforms in globalization and corporate citizenship, such as: <ul style="list-style-type: none"> <li>• Client satisfaction feedback</li> <li>• Public access to information</li> </ul>	4.2.6.1 Develop project approach and methodology 4.2.6.2 Formulate systems design and operational plan 4.2.6.3 Consult stakeholders 4.2.6.4 Install and test run 4.2.6.5 Fully implement / institutionalize 4.2.6.6 Evaluate/appraise results of interventions 4.2.6.7 Prepare, submit and disseminate/publish reports	
	4.2.7 Organization and functional review and/or capacity needs assessment (CNA) for specific agencies involved in globalization and corporate citizenship completed, disseminated, advocated and/or adopted agencies/institutions concerned with managing globalization	4.2.7.1 Develop assessment approach and methodology 4.2.7.2 Conduct and validate assessment in targeted agencies and processes 4.2.7.3 Prepare report containing finding, analysis and recommendations based on the assessment 4.2.7.4 Conduct consultations with stakeholders, and validate recommendations made 4.2.7.5 Fine tune, finalize, and submit/disseminate reports 4.2.7.6 Advocate for the adoption of recommended actions to relevant institutions	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
	<p>4.2.8 Reengineering of certain agencies implemented through change management and the development of institutional mechanisms on globalization and corporate citizenship, such as:</p> <p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>• Support for a global compact resource center</li> <li>• Database system for monitoring of globalization-related matters like agreements, commitments, schedules, safety net programmes, market information, rural producers etc.</li> <li>• Web-based venue for exchange of ideas</li> </ul> <p><u>Corporate Citizenship</u></p> <ul style="list-style-type: none"> <li>• Baselines, benchmarks, analytical studies to determine the state of corporate citizenship</li> <li>• Development of corporate monitoring tools for compliance with global and national standards</li> <li>• Development of industry codes</li> <li>• Strengthening policy development and linkages in industrial ecology</li> <li>• Self-regulation, flexible and decentralized approach to environmental management and compliance</li> </ul>	<p>4.2.8.1 Develop project approach and methodology</p> <p>4.2.8.2 Conduct/validate review of organization/systems/processes in target agencies</p> <p>4.2.8.3 Design strategies to strengthen institutional capacities in strategic areas</p> <p>4.2.8.4 Design implementation plan</p> <p>4.2.8.5 Consult and advocate with stakeholders</p> <p>4.2.8.6 Implement institutional capacity improvement programme</p> <p>4.2.8.7 Evaluate/appraise resulting organization/systems/processes</p> <p>4.2.8.8 Prepare, submit, and disseminate/ publish reports</p>	
	<p>4.2.9 Capacity building technologies, tools and/or training for government agencies on globalization and corporate citizenship developed and utilized/conducted, such as:</p> <p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>• Trainings of NGAs and LGUs on participatory local development planning</li> </ul>	<p>4.2.9.1 Design project approach and methodology</p> <p>4.2.9.2 Determine capacity building technologies and tools and/or training needs</p> <p>4.2.9.3 Develop and design technologies, tools, and/or training materials</p> <p>4.2.9.4 Pilot test and consult with stakeholders</p> <p>4.2.9.5 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>4.2.9.6 Evaluate outcomes of interventions</p> <p>4.2.9.7 Prepare, submit, and disseminate/publish reports</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
	<p>4.2.10 Capacity building technologies, tools and/or training for CSOs private sector developed and utilized/conducted, such as:</p> <p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>• Human resource pool for promotion/education campaigns</li> <li>• Training on trade negotiation tactics, enforcement of laws against illegal/predatory/unfair trade practices, paralegal, campaign tactics, safety net programmes, media advocacy and protection, policy development processes, research and documentation; local-support for a global compact resource center etc.</li> </ul> <p><u>Corporate Citizenship</u></p> <ul style="list-style-type: none"> <li>• Training on corporate monitoring tools, development of industry codes, local corporate compliance with global social standards, fair labor practices, consumers' advocacy, fair trade, etc.</li> <li>• Productivity tool packages for small and medium enterprises</li> </ul>	<p>4.2.10.1 Design project approach and methodology</p> <p>4.2.10.2 Conduct baseline studies and situation review/analysis</p> <p>4.2.10.3 Formulate strategies to strengthen institutional capacities in strategic areas</p> <p>4.2.10.4 Determine capacity building technologies and tools and/or training needs</p> <p>4.2.10.5 Develop and design technologies, tools, and/or training materials</p> <p>4.2.10.6 Implement capacity building activities and consult with stakeholders</p> <p>4.2.10.7 Replicate and disseminate technologies and tools and/or implement/institutionalize training</p> <p>2.3.3.1 Evaluate outcomes of interventions</p> <p>2.3.3.2 Prepare, submit, and disseminate/publish reports</p>	
	<p>4.2.11 Performance measurement systems designed/developed and adopted/implemented for globalization management programmes, such as:</p> <p><u>Globalization</u></p> <ul style="list-style-type: none"> <li>• Monitoring of globalization-related commitments/agreements</li> <li>• Performance review of safety net programmes and funds availability and utilization</li> </ul> <p><u>Corporate Citizenship</u></p> <ul style="list-style-type: none"> <li>• Corporate citizenship scorecard scheme</li> </ul>	<p>4.2.11.1 Develop project design and methodology</p> <p>4.2.11.2 Conduct review/study of performance measurement/audit systems in the agency</p> <p>4.2.11.3 Develop monitoring and evaluation strategies</p> <p>4.2.11.4 Formulate system design and implementation plan</p> <p>4.2.11.5 Conduct consultations with key stakeholders</p> <p>4.2.11.6 Install and test run</p> <p>4.2.11.7 Fine tune and fully operationalize system</p> <p>4.2.11.8 Appraise outcomes operations</p> <p>4.2.11.9 Prepare, submit, and disseminate/publish performance information</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS US\$
	4.2.12 Performance reports on globalization and corporate citizenship completed, disseminated, advocated to the general public and/or adopted by agencies and/or institutions concerned	4.2.12.1 Develop project approach and methodology  4.2.12.2 Determine/analyze/assess data/information generated from performance measurement/audit system  4.2.12.3 Formulate strategies on performance reporting  4.2.12.4 Consult and validate with stakeholders  4.2.12.5 Process and package performance information/reports  4.2.12.6 Disseminate performance information/report  4.2.12.7 Generate support for findings/issues/recommendations contained in the support	

ANNUAL INPUT-OUTPUT BUDGET  
 GLOBALIZATION & CORPORATE CITIZENSHIP

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 Interventions undertaken to enhance level of awareness and consensus among constituencies and stakeholders on globalization issues, causes and measures for improving governance			
a. Develop project approach and methodology	Subcontracts – Awareness	21.01	3,960
b. Formulate/design/adopt framework/agenda	Consultation Workshops - Awareness	33.01	1,320
c. Conduct baseline studies			
d. Formulate and validate reform strategies	Reporting Cost - Awareness	52.01	330
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries – Awareness	53.01	990
g. Install/implement/institutionalize reforms			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.2 Capability building undertaken to equip and/or enhance skills and knowledge of stakeholders to manage globalization			
a. Develop project approach and methodology	Subcontracts – Capability Building	21.02	5,940
b. Formulate/design/adopt framework/agenda	Consultation Workshops - Capability Building	33.02	1,980
c. Conduct baseline studies			
e. Formulate and validate reform strategies	Reporting Cost - Capability Building	52.02	495
f. Consult and advocate with stakeholders			
g. Design implementation plan	Sundries – Capability Building	53.02	1,485
h. Install/implement/institutionalize reforms			
i. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>16,500</b>
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Interventions undertaken to enhance level of awareness and consensus among constituencies and stakeholders on globalization issues, causes and measures for improving governance			
a. Develop project approach and methodology	Subcontracts – Awareness	21.03	9,240
b. Formulate/design/adopt framework/agenda	Consultation Workshops – Awareness	33.03	3,080
c. Conduct baseline studies			
f. Formulate and validate reform strategies	Reporting Cost – Awareness	52.03	770
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries – Awareness	53.03	2,310
g. Install/implement/institutionalize reforms			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
2.2 Capability building undertaken to equip and/or enhance skills and knowledge of stakeholders to manage globalization			
a. Develop project approach and methodology	Subcontracts – Capability Building	21.04	13,860
b. Formulate/design/adopt framework/agenda			
c. Conduct baseline studies	Consultation Workshops – Capability Building	33.04	4,620
g. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost – Capability Building	52.04	1,155
f. Design implementation plan			
g. Install/implement/institutionalize reforms			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Capability Building	53.04	3,465
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>38,500</b>
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	1,530
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	120
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.05	480
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.05	30
5. Formulate agency capacity building approach and methodology	Equipment - PMO	45.01	240
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.05	600
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB-TOTAL</b>			<b>3,000</b>
<b>GRAND TOTAL</b>			<b>58,000</b>

ANNUAL INPUT-OUTPUT BUDGET  
 GLOBALIZATION & CORPORATE CITIZENSHIP

Year 2003 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 Interventions undertaken to enhance level of awareness and consensus among constituencies and stakeholders on globalization issues, causes and measures for improving governance			
a. Develop project approach and methodology	Subcontracts – Awareness	21.01	12,240
b. Formulate/design/adopt framework/agenda	Consultation Workshops - Awareness	33.01	4,080
c. Conduct baseline studies			
e. Formulate and validate reform strategies	Reporting Cost - Awareness	52.01	1,020
f. Consult and advocate with stakeholders			
g. Design implementation plan			
h. Install/implement/institutionalize reforms	Sundries – Awareness	53.01	3,060
i. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.2 Capability building undertaken to equip and/or enhance skills and knowledge of stakeholders to manage globalization			
a. Develop project approach and methodology	Subcontracts - Capability Building	21.02	18,360
b. Formulate/design/adopt framework/agenda	Consultation Workshops - Capability Building	33.02	6,120
c. Conduct baseline studies			
i. Formulate and validate reform strategies	Reporting Cost - Capability Building	52.02	1,530
e. Consult and advocate with stakeholders			
f. Design implementation plan			
g. Install/implement/institutionalize reforms	Sundries – Capability Building	53.02	4,590
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>51,000</b>
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Interventions undertaken to enhance level of awareness and consensus among constituencies and stakeholders on globalization issues, causes and measures for improving governance			
a. Develop project approach and methodology	Subcontracts – Awareness	21.03	28,560
b. Formulate/design/adopt framework/agenda	Consultation Workshops – Awareness	33.03	9,520
c. Conduct baseline studies			
j. Formulate and validate reform strategies	Reporting Cost – Awareness	52.03	2,380
e. Consult and advocate with stakeholders			
f. Design implementation plan			
g. Install/implement/institutionalize reforms	Sundries – Awareness	53.03	7,140
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
2.2 Capability building undertaken to equip and/or enhance skills and knowledge of stakeholders to manage globalization			
a. Develop project approach and methodology	Subcontracts – Capability Building	21.04	42,840
b. Formulate/design/adopt framework/agenda			
c. Conduct baseline studies	Consultation Workshops – Capability Building	33.04	14,280
d. Formulate and validate reform strategies			
e. Consult and advocate with stakeholders	Reporting Cost – Capability Building	52.04	3,570
f. Design implementation plan			
g. Install/implement/institutionalize reforms			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Capability Building	53.04	10,710
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>119,000</b>
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	3,263
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	563
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.05	506
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.05	56
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.05	1,238
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>5,625</b>
<b>GRAND TOTAL</b>			<b>175,625</b>

ANNUAL INPUT-OUTPUT BUDGET  
 GLOBALIZATION & CORPORATE CITIZENSHIP

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 Interventions undertaken to enhance level of awareness and consensus among constituencies and stakeholders on globalization issues, causes and measures for improving governance			
a. Develop project approach and methodology	Subcontracts – Awareness	21.01	5,040
b. Formulate/design/adopt framework/agenda	Consultation Workshops - Awareness	33.01	1,680
c. Conduct baseline studies			
d. Formulate and validate reform strategies	Reporting Cost - Awareness	52.01	420
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries – Awareness	53.01	1,260
g. Install/implement/institutionalize reforms			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.2 Capability building undertaken to equip and/or enhance skills and knowledge of stakeholders to manage globalization			
a. Develop project approach and methodology	Subcontracts - Capability Building	21.02	7,560
b. Formulate/design/adopt framework/agenda	Consultation Workshops - Capability Building	33.02	2,520
c. Conduct baseline studies			
d. Formulate and validate reform strategies	Reporting Cost - Capability Building	52.02	630
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries – Capability Building	53.02	1,890
g. Install/implement/institutionalize reforms			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>21,000</b>
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Interventions undertaken to enhance level of awareness and consensus among constituencies and stakeholders on globalization issues, causes and measures for improving governance			
a. Develop project approach and methodology	Subcontracts – Awareness	21.03	11,760
b. Formulate/design/adopt framework/agenda	Consultation Workshops – Awareness	33.03	3,920
c. Conduct baseline studies			
d. Formulate and validate reform strategies	Reporting Cost – Awareness	52.03	980
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries – Awareness	53.03	2,940
g. Install/implement/institutionalize reforms			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
4.2 Capability building undertaken to equip and/or enhance skills and knowledge of stakeholders to manage globalization			
a. Develop project approach and methodology	Subcontracts – Capability Building	21.04	17,640
b. Formulate/design/adopt framework/agenda	Consultation Workshops – Capability Building	33.04	5,880
c. Conduct baseline studies			
d. Formulate and validate reform strategies	Reporting Cost – Capability Building	52.04	1,470
e. Consult and advocate with stakeholders			
f. Design implementation plan	Sundries – Capability Building	53.04	4,410
g. Install/implement/institutionalize reforms			
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>49,000</b>
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	2,175
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	375
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.05	338
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.05	38
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.05	825
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>3,750</b>
<b>GRAND TOTAL</b>			<b>73,750</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, this Programme on Managing Globalization and Promotion of Corporate Citizenship will be executed by the National Economic and Development Authority (NEDA) as the Executing Agency. The choice of the NEDA as Executing Agency is based on the need to emphasize sustainable and equitable development strategies in managing globalization that calls for the active participation of transparent, accountable and socially responsive government agencies, private sector institutions and individual citizens. The NEDA, as the national socio-economic planning agency, is strategically positioned to coordinate the Programme activities for implementation by government agencies and civil society organizations. As Executing Agency, the NEDA shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to the following:

- a) Prepare the annual work and financial plans (WFPs), with reference to the Programme Results and Resources Framework (PRRF);
- b) Certify expenditures vis-à-vis the approved WFPs;

- c) Monitor and report on the procurement of inputs and delivery of outputs towards the achievement of outcomes;
- d) Ensure the effective, efficient and timely implementation of activities within the Programme being undertaken by Implementing Agencies; and
- e) Integrate and adopt the Programme's outputs into the overall reform programme of the NEDA.

Within the NEDA, this Programme on Globalization and Corporate Citizenship will be under the direct oversight of a Programme Manager (PM).

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Globalization and Corporate Citizenship Reform initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.
- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;

- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and
- e) Undertake technical and administrative supervision over the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review

Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.

- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.
- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

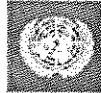
This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.

PHI / 02 / 014

**Philippine  
Governance  
Review**



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

***PHI / 02 / 014 PHILIPPINE GOVERNANCE REVIEW:  
STRENGTHENING CAPACITIES TO INSTITUTIONALIZE  
A PARTICIPATORY GOVERNANCE REVIEW SYSTEM***

There is a growing recognition that governance and sustainable human development are indivisible. Effective and fair institutions, rules and processes influence the advancement of human development. Accompanying this new consensus is an increasing belief that failures of governance are responsible for persistent poverty and lagging development. The governance crisis is evident in widespread graft and corruption, lack of access to and inefficient public services, inequity in the distribution of public resources, conflicting policies, and an unresponsive bureaucracy. This Programme intends to develop, implement and institutionalize a mechanism for the continuous review of governance, particularly the performance of public sector institutions. Governance monitoring and assessment would facilitate the identification of governance issues, the appreciation of the dynamics involved in government policy-making and operations, the participation of various sectors in this process, the development of capacities for sound and impartial evaluation, and the identification and formulation of necessary reforms.

September 2002

## **1 SITUATION ANALYSIS**

The Philippines has undergone about seven major reorganizations since the Second World War. The end of the martial rule in February 1986 paved the way for significant reforms in governance, laying the foundations of the Philippine democratic institutions. Between 1986 to the early 1990s, there were already significant efforts in redefining the role of government and the functions of government institutions. This resulted, among others, in the reorganization of the bureaucracy, the privatization of several public sector enterprises, and the establishment of the foundations for economic development. Towards the mid 1990's up to the present, the review of policies and institutions continues to be undertaken. The comprehensive efforts by the Presidential Commission on the Streamlining the Bureaucracy (PCSB) and subsequently the Presidential Committee on Effective Governance (PCEG), present the most recent initiatives on public sector reform. In particular, the principles of governance, the role and functional foci of the various sectoral departments, and the overall formal structure of the Executive Branch have been established.

However, there are noted difficulties in assessing and analyzing governance reforms. One of the apparent difficulties is the absence of a set of philosophy, approaches and methodology by which governance, particularly the performance of government and its instrumentalities, can be meaningfully monitored and evaluated. The non-existence of this basic foundation also impedes the incisive identification of specific reform measures, related issues and future directions.

Yet, the people whom the government claims to represent have the right to be informed of how their representatives are actually performing, how resources are being allocated and utilized, and how policies are being responsive to current needs and aspirations. Clearly, a governance review system that provides an unbiased assessment requires the development of capacities for improved public information on the quality of governance existing in the country and for sound reform proposals to government. This is consistent with the Philippine Governance Portfolio's Outcomes 1 and 2, which are directed towards the strengthened capacities of government, civil society, private sector, and the media for good governance.

## **2 STRATEGY**

The Programme on Philippine Governance Review aims to institutionalize a participatory system of assessing and analyzing the state of governance in the country, specifically the performance of public sector institutions.

Drawing from the Philippine Governance Portfolio's Strategic Agenda Framework, the Programme is pursued through parallel and complementary tracks. The first track shall work towards developing, institutionalizing and strengthening a multi-stakeholder mechanism to undertake a continuous review of governance policies, structures and

processes at all levels. With this mechanism in place, the second track shall work towards developing a governance review framework that shall serve as a set of parameters in the formulation and preparation of a regular report called the Philippine Governance Review (PGR). The PGR shall be reflective of the collective inputs and consensus points generated from public consultations, dialogues, and research studies. It contains three major parts which include an assessment, analysis and a set of recommendations for reform. In both tracks, capacities will be built to mainstream human rights and gender concerns.

The Programme objectives will be achieved through the following:

- **Establishment of an institutional framework for a continuing assessment of governance, and the performance of government institutions and their representatives.** The PGR is a valuable instrument in assessing the progress of our country in the area of governance. To ensure the continuity of the governance review, an institutional frameworks, involving all major stakeholders from various levels and sectors of society, must be put in place. It shall primarily be facilitated by national academy institutions involved in public administration and governance, and housed in a lead agency to be agreed upon by the stakeholders. Partnerships shall also be explored with other similar bodies involved in governance and in the preparation of governance scorecards such as the PCEG and the Governance Advisory Council.
- **Development and implementation of the governance review system and mechanism.** This involves the formulation of a governance review framework, the identification of a set of governance indicators, and the conduct of monitoring, assessment and preparation of the bi-annual governance review report. Issue-specific governance reviews will likewise be executed. On the other hand, the governance review mechanism includes the development of a common framework for governance reforms, the conduct of regular and issue-driven dialogues among stakeholders, the preparation of occasional studies and papers on current and emerging governance issues, the building of linkages with inter-agency and other integrating bodies, and the networking with various stakeholders.
- **Intensification of multi-sectoral participation while the independence and integrity of the governance review process is maintained.** Major review partners will include the central government (Executive, Legislative and the Judiciary); constitutional independent bodies (Commissions on Elections, Human Rights, Audit, and Civil Service and the Ombudsman); civil society organizations (NGOs, media, civic groups and the academe); corporate sector (associations, chambers and foundations); community-based local governments (local government units and the different leagues); religious institutions (multi-denominational attached groups); citizen experts on governance (consultants, scholars and social scientists); and civil servants and representatives of the PGR Programme.

The outputs of the Philippine Governance Review will serve as inputs to the Medium Term Philippine Development Plan (MTPDP) and the GOP-UN Common Country Assessment (CCA). The review process shall provide an unbiased and reliable assessment that will heighten public awareness, understanding and debate on governance and government performance issues, and ultimately enhance public accountability and participation in governance.

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 1</b>                  Strengthened capacity of government institutions that are transparent, accountable, ethical, human rights- and gender-responsive, effective and efficient in policy formulation, enforcement and adjudication; economic and fiscal management; service delivery; and civil service administration</p>
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Public awareness and understanding on governance issues improved</li> <li>• Percent and nominal increases in the number of active participants in workshops and fora</li> <li>• Increased positive responses/reform measures adopted by agencies/public sector leaders as a result of the governance review</li> </ul>
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.2.1 Institutional capacity of parliamentary structures, systems and processes</p>
<p><b>PARTNERSHIP STRATEGY</b>                  The academic institutions involved in public administration and governance shall collaborate with government oversight agencies like the Department of Budget and Management (DBM), Presidential Management Staff (PMS), Presidential Committee on Effective Governance (PCEG) and the National Economic and Development Authority (NEDA), as well as the Local Government Units, the Leagues of LGUs, and the civil society organizations to build/reinforce their capacity and ensure complementation of efforts and resources in undertaking programme activities, which are aimed at developing and institutionalizing a governance review framework and mechanism.</p>
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 014 - STRENGTHENING CAPACITIES TO INSTITUTIONALIZE A PARTICIPATORY GOVERNANCE REVIEW SYSTEM</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance	1.1.1 Governance review framework and agenda formulated, updated, adopted and/or disseminated with the support of key stakeholders	1.1.1.1 Define and develop project approach and methodology 1.1.1.2 Conduct baseline studies 1.1.1.3 Establish multi-stakeholder technical working group(s) and conduct consultative workshops 1.1.1.4 Draft and design framework/agenda 1.1.1.5 Finalize, validate and publish framework /agenda	14,400

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
1.2 Plans, policies, structures, systems, mechanisms and resources established and enhanced to effectively address the rights and interests of all especially the poor and other vulnerable groups	1.2.1 Inter-agency and/or multi-stakeholder groups, committees, and/or councils organized and/or strengthened, to monitor and assess quality of governance	1.2.1.1 Define and develop project approach and methodology 1.2.1.2 Formulate/conceptualize organization and modalities of the group, committee or council 1.2.1.3 Organize/conduct multi-stakeholder consultative workshops 1.2.1.4 Organize, mobilize, and institutionalize group, committee or council	28,800
	1.2.2 Government-wide, agency-specific and/or issue-based campaigns and/or promotional activities conducted to increase public awareness on the quality of governance and the significance of governance review initiatives	1.2.2.1 Design information and promotional campaign strategies 1.2.2.2 Conduct consultative workshops 1.2.2.3 Implement information and promotion campaign strategies through various modalities 1.2.2.4 Evaluate outcomes of interventions 1.2.2.5 Document and submit reports	
	1.2.3 Legislative and/or administrative measures to institutionalize governance review drafted, advocated, passed and/or issued in Congress, Executive Branch, and/or Constitutional bodies	1.2.3.1 Develop overall project approach and methodology 1.2.3.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations 1.2.3.3 Prepare agenda/listing of prospective legislative and administrative measures 1.2.3.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals) 1.2.3.5 Consult stakeholders and fine tune proposals 1.2.3.6 Formulate and implement advocacy strategy 1.2.3.7 Evaluate outcome of interventions	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	<p>1.2.4 Baselines, action researches and/or analytical studies on the institutionalization of governance review mechanisms completed, disseminated and/or advocated, such as:</p> <ul style="list-style-type: none"> <li>• Level of public awareness on governance issues</li> </ul> <p>Awareness level of the public on governance issues</p> <ul style="list-style-type: none"> <li>• Existing performance review/measurement system in government agencies</li> <li>• Participatory approach in assessing government performance and quality of governance</li> </ul>	<p>1.2.4.1 Develop overall project approach and methodology</p> <p>1.2.4.2 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations</p> <p>1.2.4.3 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops/conference</p> <p>1.2.4.4 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies</p> <p>1.2.4.5 Advocate for the adoption of recommended actions to relevant institutions</p>	
	<p>1.2.5 Organization review and/or capacity needs assessment for specific agencies involved in governance monitoring and assessment completed, disseminated, advocated and/or adopted</p>	<p>1.2.5.1 Develop assessment approach and methodology</p> <p>1.2.5.2 Conduct and validate assessment in targeted agencies and processes</p> <p>1.2.5.3 Prepare report containing finding, analysis and recommendations based on the assessment</p> <p>1.2.5.4 Conduct consultations with stakeholders and validate recommendations made</p> <p>1.2.5.5 Fine tune, finalize, and submit/disseminate reports</p> <p>1.2.5.6 Advocate for the adoption of recommended actions to relevant institutions</p>	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	1.2.6 Reengineering of agencies to improve quality of governance implemented through change management processes and development of institutional mechanisms for the continuous review of governance	1.2.6.1 Develop project approach and methodology 1.2.6.2 Conduct/validate review of organization/systems/processes in target agencies 1.2.6.3 Design strategies to strengthen institutional capacities in strategic areas 1.2.6.4 Design implementation plan 1.2.6.5 Consult and advocate with stakeholders 1.2.6.6 Implement institutional capacity improvement program 1.2.6.7 Evaluate/appraise resulting organization/systems/processes 1.2.6.8 Prepare, submit, and disseminate/ publish reports	
	1.2.7 Capacity building technologies, tools and/or training for government agencies on monitoring and assessing governance developed and utilized/conducted	1.2.7.1 Design project approach and methodology 1.2.7.2 Determine capacity building technologies and tools and/or training needs 1.2.7.3 Develop and design technologies, tools, and/or training materials 1.2.7.4 Pilot test and consult stakeholders 1.2.7.5 Replicate and disseminate technologies and tools and/or implement/institutionalize training 1.2.7.6 Evaluate outcomes of interventions 1.2.7.7 Prepare, submit, and disseminate/publish reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
<p>1.3 Best practices in good governance documented, recognized, promoted, and or replicated government-wide</p>	<p>1.3.1 Governance best practices documented, promoted, recognized, disseminated, adopted and/or replicated</p>	<p>1.3.1.1 Design project approach and methodology</p> <p>1.3.1.2 Conduct review/survey of best practices in governance</p> <p>1.3.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in governance assessment</p> <p>1.3.1.4 Identify or formulate initiatives and programs to enhance incentives for the adoption and replication of best practices</p> <p>1.3.1.5 Design implementation plan</p> <p>1.3.1.6 Consult/advocate with stakeholders</p> <p>1.3.1.7 Monitor and evaluate adoption and replication of best practices</p> <p>1.3.1.8 Document and disseminate reports</p>	<p>18,000</p>
<p>1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level</p>	<p>1.4.1 Performance measurement/audit systems developed, advocated, adopted and/or implemented in government agencies to monitor and evaluate effectiveness of governance</p>	<p>1.4.1.1 Develop project design and methodology</p> <p>1.4.1.2 Conduct review/study of performance measurement/audit systems in the agency</p> <p>1.4.1.3 Develop monitoring and evaluation strategies</p> <p>1.4.1.4 Formulate system design and implementation plan</p> <p>1.4.1.5 Conduct consultations with key stakeholders</p> <p>1.4.1.6 Install, finetune and fully operationalize system</p> <p>1.4.1.7 Appraise outcomes operations</p> <p>1.4.1.8 Prepare, submit, and disseminate/publish performance information</p>	<p>10,800</p>

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	1.4.2 Performance reports on governance completed, disseminated, advocated to the general public and/or institutions concerned	1.4.2.1 Develop project approach and methodology 1.4.2.2 Determine/analyze/assess data/information generated from performance measurement/audit system 1.4.2.3 Formulate strategies on performance reporting 1.4.2.4 Consult and validate with stakeholders 1.4.2.5 Process and package performance information/reports 1.4.2.6 Disseminate performance information/report 1.4.2.7 Generate support for findings/issues/recommendations contained in the support	

### 3 PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>INTENDED OUTCOME 2</b>                  Strengthened capacity of organized, responsible, accountable and transparent civil society organizations, media and private sector groups to effectively engage with government and actively exercise their rights and citizenship role to promote good governance</p>			
<p><b>OUTCOME INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Public awareness and understanding on governance issues improved</li> <li>• Increased number of active participants in governance review workshops and fora</li> <li>• Increased positive responses/reform measures adopted by agencies/public sector leaders to/on governance issues</li> </ul>			
<p><b>APPLICABLE STRATEGIC AREA OF SUPPORT (FROM SRF) AND TTF SERVICE LINE (IF APPLICABLE):</b>                  SAS 1.3.3 Partnerships between authorities and civil society organizations</p>			
<p><b>PARTNERSHIP STRATEGY</b>                  The academic institutions involved in public administration and governance shall collaborate with government oversight agencies like the Department of Budget and Management (DBM), Presidential Management Staff (PMS), Presidential Committee on Effective Governance (PCEG) and the National Economic and Development Authority (NEDA), as well as the Local Government Units (LGUs), the Leagues of LGUs, and the civil society organizations to build and reinforce their capacity and ensure complementation of efforts and resources in undertaking programme activities, which are aimed at developing and institutionalizing a governance review framework and mechanism.</p>			
<p><b>PROJECT TITLE AND NUMBER</b>                  PHI / 02 / 014 - STRENGTHENING CAPACITIES TO INSTITUTIONALIZE A PARTICIPATORY GOVERNANCE REVIEW SYSTEM</p>			
INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.1 Networks and broad constituencies mobilized within and/or among the sectors to push for governance reforms	2.1.1 CSO/private sector/media coalitions and network mechanisms established, strengthened and/or mobilized to participate in and support the continuous monitoring and assessment of governance	2.1.1.1 Conduct review of the capacity and potential for more robust/active CSO/private sector/media coalition and network mechanisms  2.1.1.2 Develop strategies to strengthen/intensify CSO/private sector/media coalitions/network mechanisms  2.1.1.3 Formulate/conceptualize organization, strengthening and mobilization	4,800

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
		2.1.1.4 Map-out areas for strategic interventions/engagement in the continuous conduct of governance reviews  2.1.1.5 Conduct consultation with stakeholders  2.1.1.6 Install and implement modalities and strategies  2.1.1.7 Evaluate results of interventions modalities for the CSOs/private sector/media	
	2.1.2 CSO-government-private sector/media partnerships on governance review established, strengthened and/or institutionalized	2.1.2.1 Conduct review/situation analysis on the participation/engagement of CSO in monitoring and assessing governance  2.1.2.2 Develop strategies to strengthen/intensify involvement/participation of CSOs/private sector/media  2.1.2.3 Formulate/conceptualize organization, strengthening and mobilization modalities for the CSOs/private sector/media  2.1.2.4 Map-out areas for strategic engagement of CSOs with government in reviewing the quality of governance  2.1.2.5 Conduct consultation with stakeholders  2.1.2.6 Install and implement modalities and strategies  2.1.2.7 Evaluate results of interventions	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.2 Active participation/ engagement/ pursued in various aspects of governance processes and levels	2.2.1 Policy measures to institutionalize a governance review system drafted, reviewed and/or advocated by CSOs, private sector and/or the media	2.2.1.1 Develop overall project approach and methodology  2.2.1.2 Conduct baseline/policy studies and researches, and review existing laws, rules and regulations  2.2.1.3 Prepare agenda/listing of prospective legislative and administrative measures  2.2.1.4 Prepare and submit position papers/policy advice, including reform instruments (legislative and administrative proposals)  2.2.1.5 Consult stakeholders and fine tune proposals  2.2.1.6 Formulate and implement advocacy strategy  2.2.1.7 Evaluate outcome of interventions	28,800
	2.2.2 Baselines, action researches and/or analytical studies on governance review-related issues completed, disseminated and/or advocated by CSOs, private sector and/or the media	2.2.2.1 Develop overall project approach and methodology  2.2.2.2 Consult with stakeholders to map out strategic areas for research/study  2.2.2.3 Prepare/formulate baselines, action researches and analytical studies containing specific findings, analysis and recommendations  2.2.2.4 Present and validate outputs of baselines, action researches and analytical studies through multi-stakeholder consultative workshops  2.2.2.5 Fine tune, finalize, and publish/disseminate outputs of baselines, action researches and analytical studies	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	2.2.3 Participatory mechanisms and/or systems developed, advocated, installed, institutionalized and/or enhanced to ensure active participation of CSOs, private sector and media, in governance review, such as: <ul style="list-style-type: none"> <li>• Client satisfaction feedback</li> <li>• Business sector survey</li> <li>• Public access to information</li> </ul>	2.2.3.1 Develop project approach and methodology 2.2.3.2 Formulate systems design and operational plan 2.2.3.3 Consult stakeholders 2.2.3.4 Install and test run 2.2.3.5 Fully implement / institutionalize 2.2.3.6 Evaluate/appraise results of interventions 2.2.3.7 Prepare, submit and disseminate/publish reports	
2.3 Awareness, skills, knowledge and information access on governance policies, structures and process enhanced	2.3.1 National and local campaigns and promotional activities conducted by CSOs/private sector/media to increase public awareness on the state of governance and governance review measures	2.3.1.1 Define project objectives approach, outputs, target audience and methodology 2.3.1.2 Determine appropriate intervention to raise awareness/knowledge and information access of stakeholders and general public 2.3.1.3 Develop implementation plan 2.3.1.4 Implement campaigns, events reengineering and promotional activities 2.3.1.5 Evaluate project implementation 2.3.1.6 Document project implementation and outcomes and publish/disseminate reports	14,400

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
	2.3.2 Information, education and communication (IEC) materials developed and/or disseminated to the general public to increase awareness and solicit their support for governance review efforts	2.3.2.1 Define project objectives approach, outputs, target audience and methodology 2.3.2.2 Determine appropriate strategies to raise the public's awareness/knowledge and access to information 2.3.2.3 Develop implementation plan 2.3.2.4 Consult with stakeholders 2.3.2.5 Design/develop and disseminate IEC materials/kits 2.3.2.6 Evaluate and document project implementation and outcomes	
	2.3.3 Capacity building technologies, tools and/or training for CSOs, private sector and media on governance review developed and utilized/conducted	2.3.3.1 Design project approach and methodology 2.3.3.2 Conduct baseline studies and situation review/analysis 2.3.3.3 Formulate strategies to strengthen institutional capacities in strategic areas 2.3.3.4 Determine capacity building technologies and tools and/or training needs 2.3.3.5 Develop and design technologies, tools, and/or training materials 2.3.3.6 Implement capacity building activities and consult with stakeholders 2.3.3.7 Replicate and disseminate technologies and tools and/or implement/institutionalize training 2.3.3.8 Evaluate outcomes of interventions 2.3.3.9 Prepare, submit, and disseminate/publish reports	

INTENDED OUTPUTS	OUTPUT TARGETS IN 3 YEARS	INDICATIVE ACTIVITIES	INPUTS (US\$)
2.3 Best practices on citizenship documented, recognized, promoted and/or replicated	2.4.1 Best practices on citizenship engagement with government on governance monitoring and assessment initiatives, programmes or measures documented, recognized, promoted and/or replicated	2.4.1.1 Design project approach and methodology 2.4.1.2 Conduct baseline studies, surveys, or situation reviews to identify best practices 2.4.1.3 Develop strategies to promote, adopt, replicate and institutionalize best practices in electoral and political reforms 2.4.1.4 Identify or formulate initiatives and programmes to enhance incentives 2.4.1.5 Design implementation plan and consult/advocate with stakeholders 2.4.1.6 Monitor and evaluate adoption and replication of best practices 2.4.1.7 Document and disseminate reports	0

ANNUAL INPUT-OUTPUT BUDGET  
 PHILIPPINE GOVERNANCE REVIEW

Year 2002 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	720
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	240
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	60
	Sundries – Agenda	53.01	180
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	1,440
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	480
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	120
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	360
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	900
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	300
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	75
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	225
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	540
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	180
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	45
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	135
i. Document, publish/disseminate, and replicate			

GOP-UNDP Program Portfolio  
 ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>SUB-TOTAL</b>			<b>6,000</b>
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	240
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	80
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Network and Broad Constituencies	52.05	20
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Network and Broad Constituencies	53.05	60
h. Document, publish/disseminate, and replicate			
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	1,440
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	480
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Active Participation	52.06	120
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Active Participation	53.06	360
h. Document, publish/disseminate, and replicate			
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	720
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	240
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	60
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries - Awareness, Skills, Knowledge and Information	53.07	180
h. Document, publish/disseminate, and replicate			
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	0
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	0
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	0
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	0
h. Document, publish/disseminate, and replicate			

GOP-UNDP Program Portfolio  
 ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>SUB-TOTAL</b>			<b>4,000</b>
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Develop the overall management methodology for the portfolio	National Professionals – PMO	17.01	382
2. Design the operating systems and procedures including the definition of processes and outputs and the corresponding input and output formulas	Administrative Support Staff – PMO	13.01	30
3. Formulate the criteria for individual project prioritization, selection, and approval	Workshops – PMO	33.09	120
4. Develop start-to-finish plan for the portfolio and individual shell programs	Reporting Cost – PMO	52.09	8
5. Formulate agency capacity building approach and methodology	Equipment - PMO	45.01	60
6. Undertake oversight management of year 2002 agency projects	Sundries – PMO	53.09	150
7. Provide technical assistance to agencies in the procurement, execution, and implementation of the year 2002 projects			
8. Prepare and submit to PSC Secretariat quarterly project reports and quarterly financial reports			
<b>SUB-TOTAL</b>			<b>750</b>
<b>GRAND TOTAL</b>			<b>10,750</b>

ANNUAL INPUT-OUTPUT BUDGET  
 PHILIPPINE GOVERNANCE REVIEW

Year 2003 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	4,320
b. Conduct baseline studies	Consultation Workshops - Agenda	33.01	1,440
c. Formulate/design framework/agenda			
d. Consult and advocate with stakeholders	Reporting Cost - Agenda	52.01	360
e. Finalize and disseminate framework/agenda	Sundries – Agenda	53.01	1,080
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	8,640
b. Conduct baseline studies	Consultation Workshops - Systems	33.02	2,880
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Reporting Cost - Systems	52.02	720
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Systems	53.02	2,160
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	5,400
b. Conduct baseline studies	Consultation Workshops – Best Practices	33.03	1,800
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Reporting Cost – Best Practices	52.03	450
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Best Practices	53.03	1,350
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	3,240
b. Conduct baseline studies	Consultation Workshops – Performance Management	33.04	1,080
c. Formulate and validate reform strategies			
d. Consult and advocate with stakeholders	Reporting Cost-Performance Management	52.04	270
e. Design implementation plan			
g. Install/implement/institutionalize reform	Sundries – Performance Management	53.04	810
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>36,000</b>

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	1,440
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	480
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Network and Broad Constituencies	52.05	120
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Network and Broad Constituencies	53.05	360
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	8,640
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	2,880
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost – Active Participation	52.06	720
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries – Active Participation	53.06	2,160
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	4,320
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	1,440
d. Consult and advocate with stakeholders			
e. Design implementation plan			
g. Install/implement/institutionalize reform	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	360
h. Monitor/evaluate implementation/intervention outcomes			
i. Document, publish/disseminate, and replicate	Sundries - Awareness, Skills, Knowledge and Information	53.07	1,080
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	0
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	0
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	0
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	0
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>24,000</b>

GOP-UNDP Program Portfolio  
 ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	1,087
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	187
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	169
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	19
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	413
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>1,875</b>
<b>GRAND TOTAL</b>			<b>61,875</b>

ANNUAL INPUT-OUTPUT BUDGET  
 PHILIPPINE GOVERNANCE REVIEW

Year 2004 (In US Dollars)

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>GOVERNMENT AGENCIES</b>			
1.1 A common framework and agenda developed and advocated, integrating key principles of good governance			
a. Develop project approach and methodology	Subcontracts – Agenda	21.01	3,600
b. Conduct baseline studies			
c. Formulate/design framework/agenda	Consultation Workshops - Agenda	33.01	1,200
d. Consult and advocate with stakeholders			
e. Finalize and disseminate framework/agenda	Reporting Cost - Agenda	52.01	300
	Sundries – Agenda	53.01	900
1.2 Plans, policies, structures, systems, mechanisms, and resources established and enhanced to effectively address the rights and interest of all, especially the poor and other vulnerable groups			
a. Develop project approach and methodology	Subcontracts - Systems	21.02	7,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Systems	33.02	2,400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Systems	52.02	600
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Systems	53.02	1,800
i. Document, publish/disseminate, and replicate			
1.3 Best practices in good governance documented, recognized, promoted, and/or replicated government-wide			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.03	4,500
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.03	1,500
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.03	375
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.03	1,125
i. Document, publish/disseminate, and replicate			
1.4 Performance measurement systems developed, institutionalized and/or regularly utilized to assess, analyze and enhance the quality of governance at the national and local level			
a. Develop project approach and methodology	Subcontracts – Performance Management	21.04	2,700
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Performance Management	33.04	900
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost-Performance Management	52.04	225
g. Install/implement/institutionalize reform			
h. Monitor/evaluate implementation/intervention outcomes	Sundries – Performance Management	53.04	675
i. Document, publish/disseminate, and replicate			
<b>SUB-TOTAL</b>			<b>30,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>CIVIL SOCIETY ORGANIZATIONS</b>			
2.1 Network and broad constituencies mobilized within and/or among the sectors to push for governance reforms			
a. Develop project approach and methodology	Subcontracts – Network and Broad Constituencies	21.05	1,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Network and Broad Constituencies	33.05	400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Network and Broad Constituencies	52.05	100
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Network and Broad Constituencies	53.05	300
h. Document, publish/disseminate, and replicate			
2.2 Active participation/engagement pursued in various aspects of governance processes and levels			
a. Develop project approach and methodology	Subcontracts – Active Participation	21.06	7,200
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Active Participation	33.06	2,400
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Active Participation	52.06	600
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Active Participation	53.06	1,800
h. Document, publish/disseminate, and replicate			
2.3 Awareness, skills, knowledge and information access on governance policies, structures and processes enhanced			
a. Develop project approach and methodology	Subcontracts – Awareness, Skills, Knowledge and Information	21.07	3,600
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops - Awareness, Skills, Knowledge and Information	33.07	1,200
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost - Awareness, Skills, Knowledge and Information	52.07	300
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries - Awareness, Skills, Knowledge and Information	53.07	900
h. Document, publish/disseminate, and replicate			
2.4 Best practices on citizenship documented, recognized, promoted and/or replicated			
a. Develop project approach and methodology	Subcontracts – Best Practices	21.08	0
b. Conduct baseline studies			
c. Formulate and validate reform strategies	Consultation Workshops – Best Practices	33.08	0
d. Consult and advocate with stakeholders			
e. Design implementation plan	Reporting Cost – Best Practices	52.08	0
f. Install/implement/institutionalize reform			
g. Monitor/evaluate implementation/intervention outcomes	Sundries – Best Practices	53.08	0
h. Document, publish/disseminate, and replicate			
	<b>SUB-TOTAL</b>		<b>20,000</b>

**GOP-UNDP Program Portfolio**  
**ENABLING ENVIRONMENT: POVERTY REDUCTION THROUGH GOOD GOVERNANCE**

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>			
1. Monitor the implementation of activities agreed upon in each program	National Professionals – PMO	17.01	1,087
2. Where necessary provide technical assistance to executing and implementing agencies	Administrative Support Staff – PMO	13.01	187
3. Develop and provide database of qualified consulting resources available for selection by implementing agencies	Workshops – PMO	33.09	169
4. Provide guidance and assistance to implementing agencies in the planning, procurement, and management of the execution of their projects	Reporting Cost – PMO	52.09	19
5. Execute the monitoring and oversight reporting system for the entire portfolio	Sundries – PMO	53.09	413
6. Facilitate convergence among programmes and projects			
7. Prepare and submit to NEDA and UNDP monthly status of physical and financial operations, including a report on the issues, constraints, opportunities for improvements and proposed improvements in the overall and specific aspects of the portfolio program management and implementation			
<b>SUB-TOTAL</b>			<b>1,875</b>
<b>GRAND TOTAL</b>			<b>51,875</b>

NOTE: The budget reflects the overall requirements of the Programme. UNDP TRAC funds shall be used to leverage partnerships in support of the Programme's intended outcomes. A budget allocation exercise will be done annually to determine the total UNDP TRAC contribution.

## **4 MANAGEMENT ARRANGEMENTS**

### **4.1 Portfolio Steering Committee on Enabling Environment: Poverty Reduction through Good Governance**

The Portfolio Steering Committee (PSC) is chaired by the Director of the Management Staff of the National Economic and Development Authority (NEDA), with representatives from the different government agencies, private sector and civil society. It is the highest decision making body of the Portfolio that will:

- a) Decide on policy strategies and operational issues; and
- b) Facilitate the monitoring and evaluation of each Programme's overall contribution to the achievement of the Portfolio's outcomes and outputs.

### **4.2 Portfolio Steering Committee Secretariat**

The Portfolio Steering Committee Secretariat (PSC Secretariat) is composed of representatives from the NEDA Management Staff (NEDA-MS) and the United Nations Development Programme Enabling Environment Unit (UNDP-EE). During the course of implementation, the PSC Secretariat will provide support to the PSC in facilitating its monitoring and evaluation role, and other related functions.

### **4.3 Executing Agency**

In the context of the UNDP's Second Country Cooperation Framework and in accordance with the policy of National Execution, this Programme on Philippine Governance Review will be executed by the Development Academy of the Philippines (DAP) as the Executing Agency. The choice of DAP as Executing Agency is based on the need to have a more objective review and assessment of governance reforms initiatives, since separate reviews and assessments will be made by government, the private sector and civil society. As Executing Agency, the DAP shall be responsible for the oversight and monitoring of all project activities within this Programme including, but not limited to the following:

- a) Prepare the annual work and financial plans (WFPs), with reference to the Programme Results and Resources Framework (PRRF);
- b) Certify expenditures vis-à-vis the approved WFPs;
- c) Monitor and report on the procurement of inputs and delivery of outputs towards the achievement of outcomes;

- d) Ensure the effective, efficient and timely implementation of activities within the Programme being undertaken by Implementing Agencies; and
- e) Integrate and adopt the Programme's outputs into the overall reform programme of the DAP.

Within the DAP, this Programme on Philippine Governance Review will be under the direct oversight of a Programme Manager (PM).

#### **4.4 Implementing Agency**

The Programme components shall be implemented by specific agencies and institutions, which could include government agencies, UN agencies, private sector and civil society organizations. The implementing agency will be responsible for the effective and timely delivery of outputs and procurement of inputs, and regular reporting to the executing agency. A Project Unit (PU) may be established and located in the Implementing Agency to be responsible for carrying out Programme activities in support of the Philippine Governance Review initiatives. It shall be represented by a Project Officer (PO), who will ensure close coordination with the Portfolio Management Office (PMO).

#### **4.5 Portfolio Management Office (PMO)**

A Portfolio Management Office (PMO), which will be located at the NEDA-MS, will be responsible for the overall Programme management of the entire Portfolio. The PMO will have the following functions:

- a) Ensure the timely inter-programme, inter-project and project specific programming, synchronization and implementation of portfolio activities, and the timely and quality output submission of all portfolio programmes and specific projects under each programme.
- b) Where necessary, provide technical assistance to executing and implementing agencies in improving their capacities to plan, manage and execute their respective programmes and projects, and promote the development of the required capacities on a sustainable basis;
- c) Establish standards, guidelines, systems and procedures for project reporting and financial management;
- d) Establish and execute a monitoring and oversight reporting system for the entire portfolio; and
- e) Undertake technical and administrative supervision over the portfolio.

The PMO shall be headed by a PMO Director, who will be assisted by several Outcome Officers. An Outcome Officer shall have managerial oversight over two or more Programmes. The PMO shall also be staffed by technical personnel as may be necessary.

#### **4.6 UNDP Development Support Service Center**

At the request of the executing agency, the UNDP Country Office (UNDP-CO), through the Development Support Service Center (DSSC), will provide support services to the Programme in any of the following areas:

- a) Identification and recruitment of Programme personnel or outsourcing of services;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services; and
- d) Access to global information systems.

The Letter of Agreement on the Provision of UNDP-CO Support Services shall discuss the services to be provided by the DSSC, and will form part of the Programme Document.

#### **4.7 Monitoring and Evaluation**

The Portfolio and its Programmes will be monitored following UNDP rules and procedures, and based on an agreed set of performance indicators. These will include, but will not be limited to, the following:

- a) The PUs shall be responsible for preparing Quarterly Progress Reports (QPRs), Quarterly Financial Reports (QFRs) and WFPs for their respective projects. These shall be signed by the respective PO and submitted to the PMO not later than the 7<sup>th</sup> day of the month following the end of the quarter. Based on the inputs from the PUs, QPRs of each Programme will be prepared by the PMO. It shall be signed by the PM and submitted to the PSC Secretariat. Submission of QPRs shall be not later than the 15<sup>th</sup> day of the month following the end of the quarter. The QPRs shall be accompanied by the QFRs and the WFPs for the subsequent quarter. The PMO will conduct Quarterly Programme Review Meetings, as necessary, to discuss the progress, status and challenges to Programme and Project implementation.
- b) The Annual Programme Review (APR) and Terminal Programme Review (TPR) shall be prepared by the PMO, with inputs from the executing and implementing

agencies, and signed by the PM and POs. The APR and TPR are essential inputs to the UNDP Results Oriented Annual Report, which is submitted to the UNDP Headquarters. A minimum of one Tripartite Review meeting shall be conducted annually by the PSC to ensure the achievement of the Portfolio and Programmes' outcomes and outputs, complementation among the different outputs within and across Portfolios, and the strategic allocation of resources within the Portfolio based on the quality of outputs, financial delivery and partnerships generated.

- c) The Programme will also be subjected to an audit exercise at least once in its Programme cycle.

## **5 LEGAL CONTEXT**

This Programme document shall be the instrument referred to in Article 1, paragraph 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the parties on 21 July 1977.

The following revisions may be made to this document with the agreement and signature of the UNDP Resident Representative, provided that the other signatories to the document have no objections to the proposed changes:

- a) Revisions in, or addition to, any of the annexes of the document;
- b) Revision which do not involve significant changes to the Programme objectives, outputs and activities but are caused by a rearrangement of inputs; and,
- c) Annual mandatory budget revisions that re-phase, decrease or increase total inputs.